



Walker County Joint Comprehensive Plan 2022-2032

Including the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville

Prepared by: The Northwest Georgia
Regional Commission

WALKER COUNTY

Joint Comprehensive Plan 2022-2032

Joint Comprehensive Plan for Walker County and the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville

Northwest Georgia Regional Commission

1 Jackson Hill Drive, Rome Ga

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ADOPTION RESOLUTIONS

The Adoption Resolutions for Walker County, City of Chickamauga, City of LaFayette, City of Lookout Mountain, and the City of Rossville can be found respectively on the following pages.

INTRODUCTION

Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville have joined efforts in the creation of a comprehensive plan to guide local officials and staff in meeting the current and future needs of its residents. Planning efforts, such as the comprehensive planning process provided by the State of Georgia, creates opportunities for the advancement of each local representative's community by providing state loans, grants, and permits. All efforts are accomplished through a democratic process of local participation laid by local officials and citizen participation through both stakeholders and public hearings as established by the Georgia Department of Community Affairs (DCA) requirements of the 2018 State Minimum Standards for Local Comprehensive Planning. The Comprehensive Planning Process includes a local comprehensive plan every 10-years with an update to the plan every 5-years.

Why We Plan

For Walker County and the Cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville, Comprehensive planning is an important management tool for promoting strong, healthy communities. A comprehensive plan represents a shared vision of an achievable future to be reached by the execution of action steps constructed through collaboration between local government officials and citizens. It provides for future growth while protecting private property rights and encouraging successful economic development. It describes how best to preserve the natural, historic, and scenic character while also accentuating those resources to promote positive development. The plan displays infrastructural strengths while identifying those components in need of upgrading or replacing to further local economic development while promoting happy, healthy communities. It advises where development is best to occur, what type of development is best suited, and how best to pay for the infrastructure needed to support new development and growth.

A comprehensive plan helps Walker County's municipalities to invest their finances into roads, water and sewer, schools, parks and greenspace, and public facilities. Local comprehensive planning creates an environment of predictability for business and industry, investors, property owners, taxpayers, and the general public.

Joint, local planning benefits the state also, as a vibrant intergovernmental system fosters a positive state image as an attractive place to invest, conduct businesses, and raise a family. Legislatively, the State of Georgia recognizes that local communities have their own individual needs, their strengths, and their weaknesses. To better understand these traits, the



comprehensive plan is to advise the State of Georgia on how it may best support local communities to reach a shared vision. The comprehensive plan may be viewed as a collaboration between local and state governments, as it allows the state to support local governments responsibly, incentivizing economic development, and provide fiscal relief or encouragement by ways grants and loans for locally identified work program items (covered in Chapter).

In 1989 the Georgia Planning Act was enacted (O.C.G.A). The Georgia Planning Act establishes a set of standards for each local government to follow for them to maintain Qualified Local Government status (QLG). QLG status allows for local governments eligible for certain economic incentives, such as Georgia Environmental Finance Authority (GEFA) Loans and State of Georgia Community Block Grants. State of Georgia Law requires Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville to create a 2022 to 2032 comprehensive plan to be accepted by the Georgia governing authority of the Georgia Department of Community Affairs (DCA) by the deadline of February 28, 2022. Once accepted for approval by DCA the 2022-2032 Joint Comprehensive Plan is ready for adoption by Walker County Commissioners and the Mayors and city councils of Chickamauga, LaFayette, Lookout Mountain, and Rossville. Once adopted, the plan may be amended when needed, by DCA approval, and will be updated every 5-years.

Plan Requirements

The State of Georgia requires that county and city governments develop, adopt, maintain, and implement a comprehensive plan to qualify for selected federal and state grants, loans, and permits. By adhering to the state's planning process, these local governments maintain their Qualified Local Government Status (QLG). 2018 Minimum Standard for Local Comprehensive Planning requires a comprehensive plan containing the following elements to maintain QLG status.

- Community Vision and Goals – a summary used to lay out a road map for the community's future, developed through a very public process of involving community leaders and stakeholders making key decisions about the future of the community and its direction.
- Report of Accomplishments – a summary of former work program items from the 2017 – 2022 Joint Comprehensive Plan Update and the status of completion. Items assessed as underway are automatically moved to the 2022 – 2032 Joint Comprehensive plan, along with activities that were postponed.
- Community Needs and Opportunities – locally agreed-upon collection of ideas provided from public and government leaders that reflects current conditions of the county and its local municipality and what can be approved upon or enhanced.
- Land Use/Future Development Map and Narrative – Identified and mapped boundaries of sub-areas, districts, or neighborhoods of existing or potential characters. Character area categories include, but are not limited to, the following: commercial, industrial, residential, and agriculture/ forestry. Along with the Future Development Map, there is a written narrative/description along with pictures or illustrations.

- Transportation Element – required for those portions of a local government in which its’ jurisdiction falls within a Metropolitan Planning Organization (urbanized areas with a population greater than 50,000), is a review of upcoming transportation improvement projects. The review of the Transportation Element may be used as an evaluation tool, addressing any needs or opportunities and serves as a decision-making process. Portions of Walker County, that area which stretches from its intersection with Dade County and Hamilton County Tennessee south toward the City of Chickamauga, are within the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (CHCNGTPO).
- Community Work Program – specific activities the community plans to undertake during the next 10 years. Work Program items are assessed in the 5-year plan update. Completed tasks are reported as completed in the Report of Accomplishment.
- Economic Development Element – Required for local governments included in Georgia Job Tax Credit Tier 1, this
- Broadband Service Element – is the most recent element established by the State of Georgia and is required for all governments. It addresses internet access and its initiative is to increase internet connectivity locally and state-wide.

Public Hearings

The initial public hearing was held at the Walker County Annex III building in LaFayette on May 13, 2021. An article was published in the local paper (appendix) on April 21, 2021. At the public hearing, the 2022-2032 Comprehensive Plan was announced, notifying the public of the process involved. Public input is vital in creating an effective plan that best serves the residents of Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and

Rossville.

Each



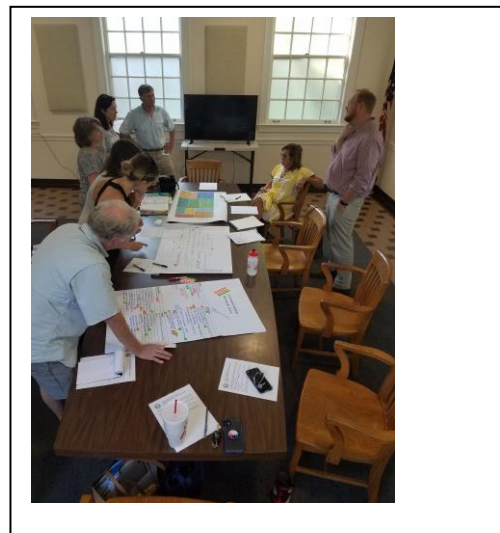
Figure 2



Figure 3

government appointed those individuals from their locality whose local knowledge, technical expertise, and commitment to their community best serves its well-being. Through their investment of time and knowledge, their advisement has allowed for the 2022-2032 Joint Comprehensive Plan to be produced. Their input is invaluable to the success and vitality of their communities. They worked with each other locality stakeholder members to identify a shared vision and achievable goals for the next 10 years.

A second public hearing was held on December Blank at blank.



Location, Landscape, and History

Walker County, a county of 67,654 individuals as of the 2020 census, is located in the Northwest Georgia Region, sharing its northern boundary with Hamilton County Tennessee. The County is surrounded by the following Georgia Counties; to the west, Walker County is bounded by Dade County, to the east the county is bounded by both Catoosa County and Whitfield County, and to the south, it is bounded by Chattooga County. In total area, Walker County is the 40th ranked Georgia County in size, consisting of an approximate total area of 446 square miles. Geographically, it is located mostly in the Valley and Ridge province of Georgia. The Valley and Ridge province is characterized by flat ridges and fertile valleys. These valleys' fertile soils gave Walker County its agricultural identity. These valleys' limestone aquifer system provides water availability that has made Walker County, much like most of Northwest Georgia, an attractive location for industries. A small portion of the northwest corner of the county, consisting of locations such as Pigeon and Lookout Mountains, is located within the Appalachian Plateau, whose coal deposits helped power the regions industrial production in the past. Today, the Plateau's unique rock formation and natural vistas contribute generously to Walker County's economy through tourism.

The northern portion of Walker County, as well as the municipalities of Chickamauga, Lookout Mountain, and Rossville, all fall within the Chattanooga Metropolitan Planning Area or an "Urbanized Area" of a population of greater than 50,000 inhabitants. Because of its proximity to the employment center of the City of Chattanooga, Walker County communities may be considered a bedroom community by some, but its isolation from the major Interstate of I-75 allows each community its own identity. Despite these communities' unique identity and rich history, much like many post-World War II communities, the City of Chickamauga's, LaFayette's, and Rossville's commercial and industrial presence has declined while the larger metropolitan City of Chattanooga has grown. The City of Lookout Mountain, in contrast, identity has always been residential. In recent years there has been a shift in personal living preferences for small towns, while combined with the technological advancements in industrial production and the new digital economy, there is renewed interest for communities such as those of Walker County.

In contrast to the northern portion of Walker County, the southern-to-southern west portions remain rural. The rich valleys of the Valley and Ridge Province allow Walker County to remain an excellent place for agriculture. Walker County's identity is intimately tied to agriculture, as many citizens, if not in the agricultural profession, came from families with an agricultural heritage. Walker County is made up of industrious, committed, and hard-working citizens, who in addition to their agricultural background, have a rich history in manufacturing.

Walker County

By Georgia General Assembly, in December of 1833, Walker County Georgia was formed from the property of that of Murray County Georgia, which had been established as a county the year before. The county was given its name in honor of Major Freeman Walker who was a U.S. Senator from 1819 to 1821. A year before its recognition as a Georgia county, the Cherokee lands of what is now Walker County had been distributed by land lottery to white settlers.

Though Walker County had opposed the succession from the United States, voting against it at the Convention of 1861, Walker County's corporate objection to leaving the Union did not prohibit local men to volunteer for the Confederate army. On September 18 of 1863, one of the biggest and bloodiest battles of the Civil War was witnessed at the site of Chickamauga in Walker County. In total, the two-day battle resulted in 34,000 casualties during the two-day battle, only second in the number of deaths to that of the Battle of Gettysburg Pennsylvania. 27-years later, in 1890, much of the battlefield was dedicated to those Union and Confederate Soldiers who had lost their lives as the nation's largest national military. 14,000 veterans, both union and confederate, gathered again, but this time in peace, to break bread by the banks of Crawfish Springs. The momentous event was made possible by the Central of Georgia Railway establishing a fueled stop at Chickamauga, whose presents in Walker County increased its commercial productivity.

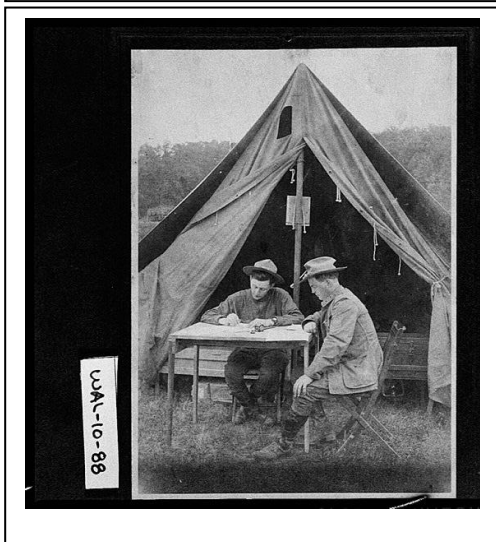
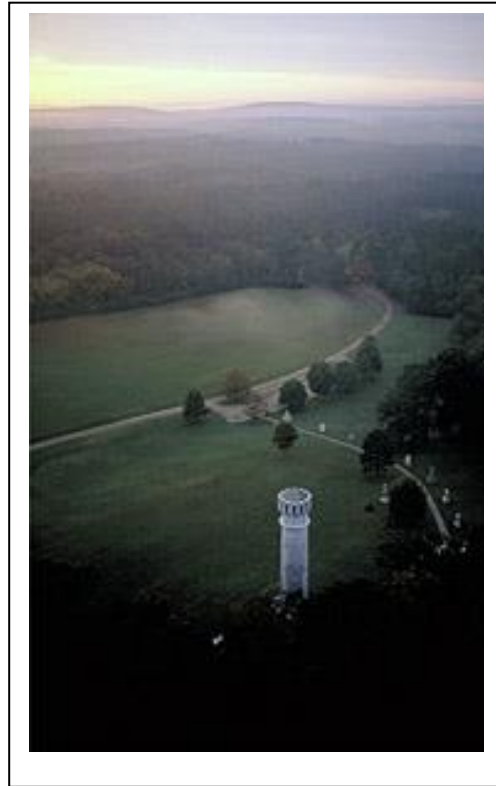
"Walker County boasts a labor force of 30,209. Nearly 39% of local jobs are in service sector, while manufacturing accounts for 33% of all Private employment positions...Walker County is also home to the best welding school in the nation. Skills USA consistently ranks Georgia Northwestern Technical College at the top in the Nation for this trade" -Walker County Website



Figure 4

Figure 5: Historic Courthouse

Post-Civil War brought about several changes to Walker County, reshaping its economy and identity. The most important of these changes was the industrialization of the area and the establishment of textiles. The textile industries of Walker County gave way to the manufacturing industry. By the mid-20th century, the carpet industry became the mainstay in employment for the Northwest Georgia Region, with Shaw Carpet taking the lead in carpet production. While textile production is still present in Walker County, other industries such as the Roper Corporation, Shaw Industries Group, Hitachi Astemo (formerly Nissan Brake Georgia), and Audia International has located within Walker County.



Timeline insert

1893

Union
Cotton
Mill,
LaFayette

1900

Elizabeth
(Walker)
Hosiery
Mills,

1905

Rossville
became
incorporated
and Peerless
Woolen Mills

1909 Crystal Spring
Bleachery Mill
opened in
Chickamauga, heavily
influencing
employment and
infrastructure
investments



Chickamauga



Figure 6

Figure 7: Historic Gordon-Lee Mansion

The city and surrounding area is the location of the second deadliest battle in Civil War (1863-1865) history. More than 110,000 Confederate and Union soldiers battled each other on September 18-20 of 1863, resulting in 34,000 casualties. Post-war, 27-years later, in 1889, Chickamauga became the destination site of one of the greatest barbecues. In that year 14,000 soldiers, both Northern and Southern, who fought in the Battle of Chickamauga, returned to the site in cameration of the lives lost in the 2-day battle. A year after the barbecue, the battlefield became home to the Chickamauga-Chattanooga National Military Park. In the following year, 1891, Chickamauga received its charter to become a city.

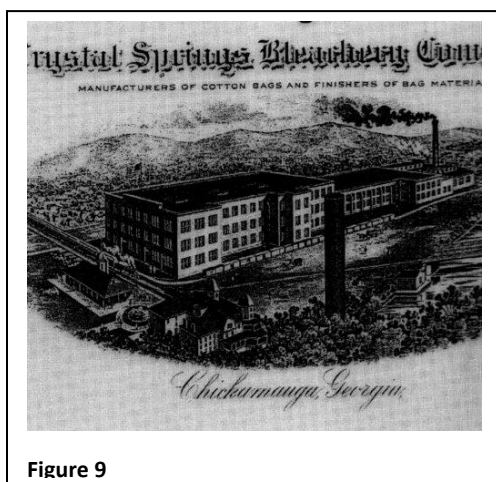


Figure 9

Figure.

The City of Chickamauga is an approximate 30-minute drive from Chattanooga Tennessee, being 15 miles south of the major employment center. It is northeast of Atlanta Georgia by approximately 100 miles and is almost a 2-hour drive. Chickamauga's location has played a significant role in its and Georgia's history. Founded on the clear water Crawfish Springs, named for Indian Chief Crayfish, the city was not incorporated until 1891. Before Chickamauga's official establishment, the area was the home of the Tsikamagi Cherokee ("Chickamauga" is a phonic spelling and pronunciation of "Tsikamagi").



Figure 8

Figure.

Years following the Civil War, Chickamauga's population continued to grow and prosper. The city emerged as a prosperous and industrious mill town. Chickamauga's identity is stepped in its Civil War history, but its current physical built environment character as a city is derived from its mill days past. In 1909 Daniel Ashley Jewell and Colonel W.L.L Bowen opened the Crystal Springs Bleachery Company on the banks of Crawfish Springs. The mill became the city's major employer. Mill housing, parks, and a beautiful downtown high school were all established to serve workers. Following the war, Chickamauga developed as a resort town following the construction of the Grand Park Hotel overlooking Crawfish Springs. In the late 1890s, the former battlefield was once again put to service as Camp Thomas, the largest military training ground during the Spanish American War. Soldiers flooded the small downtown and created an overnight boomtown in the city

Unlike many small municipalities throughout the United States located near an employment center like that of the City of Chattanooga, Chickamauga did not go through a post-World War II population decline. Although the mill closed for good in 2013, Chickamauga's post-Civil War identity is derived from the mill's influence (and the infrastructure provided/stimulated). Today Chickamauga is a small, close-knit community of 3,101 according to the 2010 Decennial Census. The city of historic background, its proximity to Chattanooga, and its built environment fabric, all are attractive incentives for those who may wish to live in or visit the City of Chickamauga. Much of today's economy in is focused on the arts, entertainment, service, and sales industry.

The greatest opportunity today for Chickamauga is in leveraging its historic, cultural, and natural resources for recreational and tourist purposes. Chickamauga's greatest need now is the replacement of its aging infrastructure; specifically, the repairs and replacements needed are for sidewalks and sewer. Special attention should be devoted to stormwater, as a large portion of the city is within a floodplain. To best achieve these goals, the city of Chickamauga has engaged with the University of Georgia Carl Vinson Institute of Government's Renaissance Strategic Vision and Plan (RSVP).



Figure 10

Figure.

LaFayette

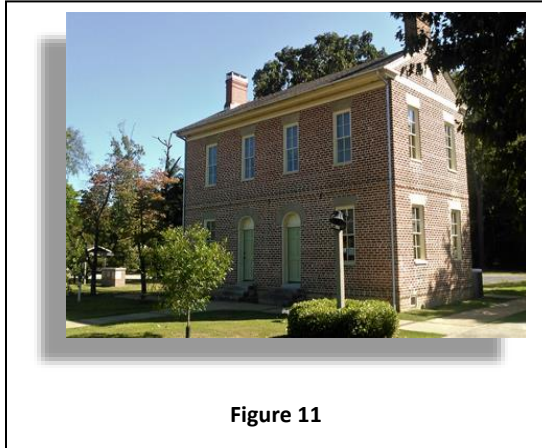


Figure 12: Historic Chattooga Academy in LaFayette

French aristocrats who fought in the American Revolutionary War. By 1849, as reported by George White *Statistics of the State of Georgia (1849)*, LaFayette was described as:

“having a court house built at the expense of \$7,500; a jail, two churches, Baptist and Methodist, each having a bell; two hotels, six stores, four groceries, three tailors, two blacksmiths, one shoe shop, one saddlery, two cabinet-makers, six carpenters, two bricklayers, one tanner, six or seven lawyers, three doctors, and one academy” (Source).

Beginning early in September of 1863, the Civil War presence began to be felt in LaFayette as Union troops gathered at LaFayette in preparation for the Battle of Chickamauga. On June 24, 1864, the public square and streets of the town were the site of fierce skirmishing, known locally as the Battle of LaFayette. Scarcely a building in LaFayette escaped damage during this period. In 1893, Union Cotton Mill was established in LaFayette.



Figure 13

Figure 14: Elizabeth Hosier

During the early 1900s, LaFayette had a considerable number of changes. A hosiery mill, Elizabeth Hosier Mill (later Walker County Hosiery Mills) was established; the Union Cotton Mills doubled its capacity (1903); a new cotton mill was constructed, the LaFayette Cotton Mills was built (1903-1904); a flour mill was constructed also (reference). By 1910, waterworks and an electric light plant were in construction, and a sewer system was installed by 1915. LaFayette Cotton Mills and Walker County Hosiery Mills had substantial operations by the 1920s. Several other commercial activities began to appear in the vicinity of the depot and along the railroad. New subdivisions began to appear in LaFayette including: Maple Hills (1925), LaFayette Highlands (1934), McConnell (1934), and the Bank of LaFayette Additions (1939). By 1935, a golf course and municipal park were developed on the city's south side (airport). To the north, the area west of North Main Street from Indiana Street to Park Street

began to develop, as did the area east of North Main from Warthen Street to just North of Indiana Street.

In the 1940 census LaFayette was reported to have 883 dwelling units, of which were contained in 760 residential buildings. The 760 residential buildings were classified as the following types: 657 were single family detached; 1 was reported single family attached; 95 were duplexes; 6 were triplexes; and 1 was a

quadplex. Housing growth continued through the decades, as the census bureau reporting construction reaching its peak construction between 1970 and 1979.

Table 1

| City of LaFayette census housing age estimates | |
|--|----------|
| Year built | Estimate |
| Total | 3,447 |
| Built 2010 or later | 69 |
| Built 2000 to 2009 | 442 |
| Built 1990 to 1999 | 287 |
| Built 1980 to 1989 | 473 |
| Built 1970 to 1979 | 690 |
| Built 1960 to 1969 | 311 |
| Built 1950 to 1959 | 337 |
| Built 1940 to 1949 | 487 |
| Built 1939 or earlier | 351 |

Table

The housing stock age of LaFayette being reported as constructed prior to 1979, has necessitated a need to address an increase in affordable workforce housing in LaFayette. The city is currently, and in recent years, began addressing these housing concern. In 2013, the City of LaFayette adopted an Urban Redevelopment Plan for West LaFayette. The Plan's purpose is to "provide a framework for the revitalization efforts of and an action plan for redevelopment and future growth of West LaFayette and the Mars Theatre District (see 2012, current map). The plan was to identify "pockets of blight", which consist of



Figure 15

"Rossville and LaFayette both plan to explore adding more diversification housing mix, as 63% of Rossville Housing stock was built over 50 years ago, while nearly 48% of Lafayette's housing stock is more than a half a century old"

both neighborhood housing and commercial buildings. In 2017, the Urban Redevelopment Plan was expanded upon by West LaFayette Transformation Plan, to help community capitalize on investments in housing. This plan's deliverables included Architectural Design Guidelines; Streetscapes; Greenspace and Walkability Network; and Housing and Development Concepts. In 2019, both LaFayette and Rossville became Georgia Initiative for Community Housing (GICH) communities, engaging local leaders into creating action items and facilitating the application of these items.

Other efforts taken by the city to reinvigorate LaFayette includes being designated as a Rural Zone, allowing for Job Tax Credits; Investment Credits; and Rehabilitation Credits. In March of 2021, LaFayette Received a planning grant for a downtown master plan through the University of Georgia's Renaissance Strategic Visioning and Planning Process (RSVP) to be facilitated through the University of Georgia's Carl Vinson Institute of Government. Carl Vinson Institute will work Closely with LaFayette's Downtown

Development Authority.

Lookout Mountain

The City of Lookout Mountain Georgia is located south of Chattanooga Tennessee, at the northern most point of Walker County. The Mountain itself is 75-miles in length and stretches through both Georgia and Tennessee and also includes the Town of Lookout Mountain Tennessee. Lookout Mountain, though not incorporated until 1969, has a detailed and distinctive history. In the 1820s, early settlers in the Chattanooga area began exploring an unusual rock formation named *Rock City* at today's City of Lookout Mountain. In 1863, the Civil War made itself to the mountain in the battle referred to as "The Battle Above the Clouds". The Confederate forces held the mountain as Union forces took control of the City of Chattanooga below.



Figure 17

A group of businessmen, headed by Garnet Carter and Oliver Burnside Andrews, calling themselves the Fairyland Company, announced plans in 1924 to develop the exclusive and idyllic mountain top retreat Inn of what is now Fairyland Club, by 1928 ten cottages were added. The Inn's construction incentivized the installation of infrastructure and the provision of services.

Other than the short period of the Civil War at the mountain, most of the 1800s and early 1900s the area of Rock City remained mostly wilderness, attracting those from the Chattanooga area seeking recreational opportunities (hiking and picnicking). During the prosperous mid-1920s, amid a real estate boom, businessmen began taking an interest in the mountain's development.



Figure 16

Throughout the 1930s, 1940s, 1950s, and 1960s, Lookout Mountain continued to grow, adding new features to further attract visitors and new residents. By 1968, the Fairyland estates, as identified in figure X, and the surrounding area was incorporated as the city of Lookout Mountain Georgia. Lookout Mountain, being a young, chartered city made up of mostly residences, has lacked any prominent institutional feature that anchors the city of the Center. City of Lookout Mountain is currently in the process of completing its "Town Center" as a central location identifiable as the heart of the City.

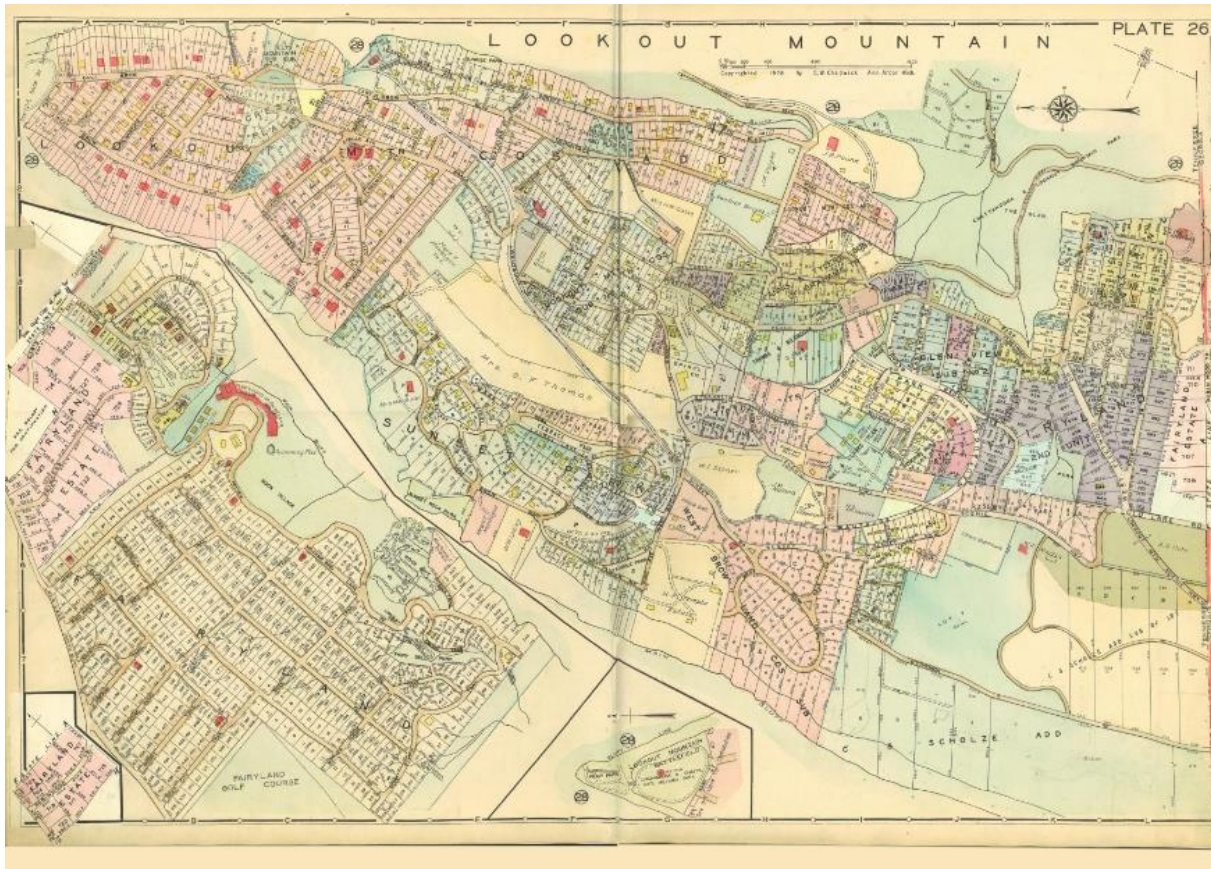


Figure 18

Figure 2: Copyrighted 1928 C.W. Chadwick Plat of Lookout Mountain, including Fairyland Estates

Rossville

Named for John Ross, principal chief of the Cherokee Nation in 1827, and United States veteran under Andrew Johnson, the City of Rossville is located south of Chattanooga, Tennessee at the Tennessee/Georgia state line. The Chickamauga and Chattanooga National Military Park lying outside the city to the southeast. Rossville did not escape the influences of the Civil War, becoming a collection point for the Federals/Union soldiers retreating from the Battle of Chickamauga. Out of safety concerns, most residents of the area abandoned their homes and moved to South Georgia. Several buildings were destroyed, and others were left to abandonment.

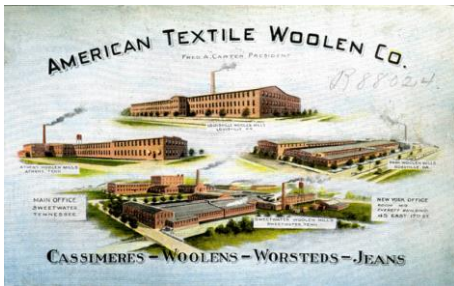


Figure 19

In 1879 businesses and homes began to rebuild and by 1900 there were 17 residences, one brick store. By 1905, the city was incorporated and Peerless Woolen Mills was established, which became a primary manufacturer of blankets for the armed forces during World War II. The city's growth in the early to mid-20th century was fueled by the four textile manufacturing facilities located in the area – two woolen mills, a hosiery mill, and a mercerizing plant. With the success of these industries, mill-type housing became the dominant housing type.

Rossville's identity cannot be separated from its textile past, from employment opportunities, infrastructure installation that allowed both industries and the city to grow. Over the years the city has gone through a decline in job growth and an increase in the poverty rate, leaving delapidated buildings and houses in

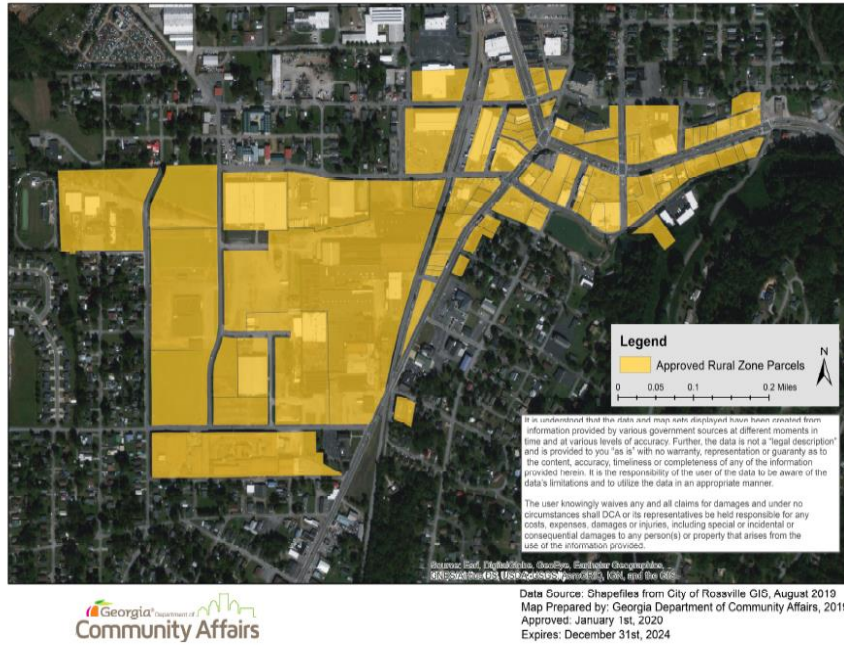
the area. Rossville's proximity to Chattanooga creates the potential for it to re-establish its former identity. Appropriate investments into the town coupled with a desire for personal preference for small-town atmosphere living provides a new opportunity. In recognition of these facts, Rossville has partnered with Georgia Tech's Economic Development Research Program (EDRP), applied and was approved to be a State of Georgia Rural Zone, entered into University of Georgia's Georgia Initiative Community Housing (GICH) program, and engaged in an urban design studio with the University of Georgia for the reuse of the former abandoned Peerless Woolen Mills site.

Designating Rossville Downtown as a Rural zone with a commercial/industrial core is meant to drive private investment into the city, and put vacant buildings back into dynamic use.—City of Rossville “We currently have nearly 2 million square feet of vacant space available for purchase or redevelopment in a prime location with access to 10 Gig fiber optic internet,”



Rossville and LaFayette both plan to explore adding more diversification housing mix, as 63% of Rossville Housing stock was built over 50 years ago, while nearly 48% of LaFayette's housing stock is more than a half a century old

Official Rural Zone Map for City of Rossville



Population, Education, and Economics

Walker County is one of 15 counties in the northwestern corner of the state receiving planning services from the Northwest Georgia Regional Commission. The other counties are Bartow, Catoosa, Chattooga, Dade, Fannin, Floyd, Gilmer, Gordon, Haralson, Murray, Pickens, Polk, Paulding, and Whitfield. Being located near the metropolitan areas of Atlanta and Chattanooga, northwest Georgia's population is expected to continue to grow just as Georgia's population is expected to grow as a whole. Since 2010 Georgia's population has increased by 10.6%. Northwest Georgia as a Region had a positive percentage in population growth except for three. Walker County is one of these counties with a negative growth rate between the years 2010 and 2020 (Census).

Walker's adjoining county to the east, Catoosa County, experienced a 6.1% increase in population. Walker County's adjoining County to the west, Dade County, experienced a decreased population of 2.3%. Walker County itself decreased in population by 1.6%, which contrasted the population trends of both the Chattanooga Tennessee-Georgia Metropolitan Area and Hamilton County Tennessee. The Chattanooga Tennessee-Georgia Metropolitan Area's population grew by 6.5% between 2010 and 2020 according to the Decennially Census. Hamilton County Tennessee, the adjoining County to the North experienced a population growth of 8.8%.

Though uncertain why Walker County has experienced a slight decrease in population, the Georgia Governor's Office of Planning and Budget expects continual population growth for Walker County and the adjoining or Counties of Catoosa and Whitfield as identified in their population projections through 2060. Dade County, a small county of only 16,251 individuals adjoining Walker County to the west, is predicted to have a decreasing population through 2060. The graph and table below display how Walker County has a steady continued growth starting from 1900 and is expected to continue through 2060 (below, etc). Population numbers reported through 2020 are those reported by the American Census; projections through 2060 are provided by the Georgia Governor's Office of Budget.

POPULATION TRENDS

- *Georgia Population 2010: 9,687,653*
- *Georgia Population 2020: 10,711,904*
- *Georgia Percent Change in Population (2010-2020): 10.60%*

- *Chattanooga, Tn-Ga Metro Area (2010):*
- *Chattanooga, Tn-Ga Metro Area (2020): 562,647*
- *Chattanooga, Tn-Ga Metro Area Percent Change in Population: 6.5%*

- *Walker County Georgia Population 2010: 68,756*
- *Walker County Georgia Population 2020: 67,654*
- *Walker County Percent Change in Population (2010-2020): -1.60%*

Source

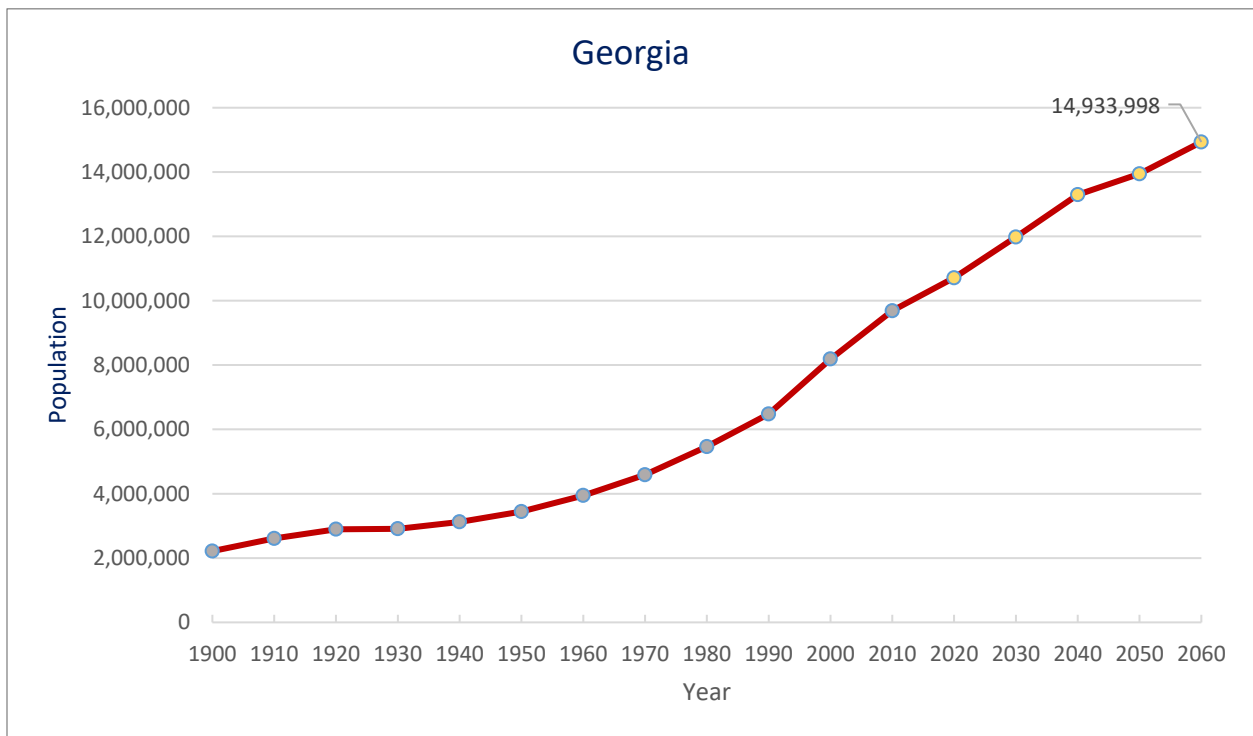


Figure 20 *Population of Walker and adjacent Georgia Counties from the US Census Decennial count through 2020, followed by population projections from the Governor's Office of Planning and Budget, 2021 projections*

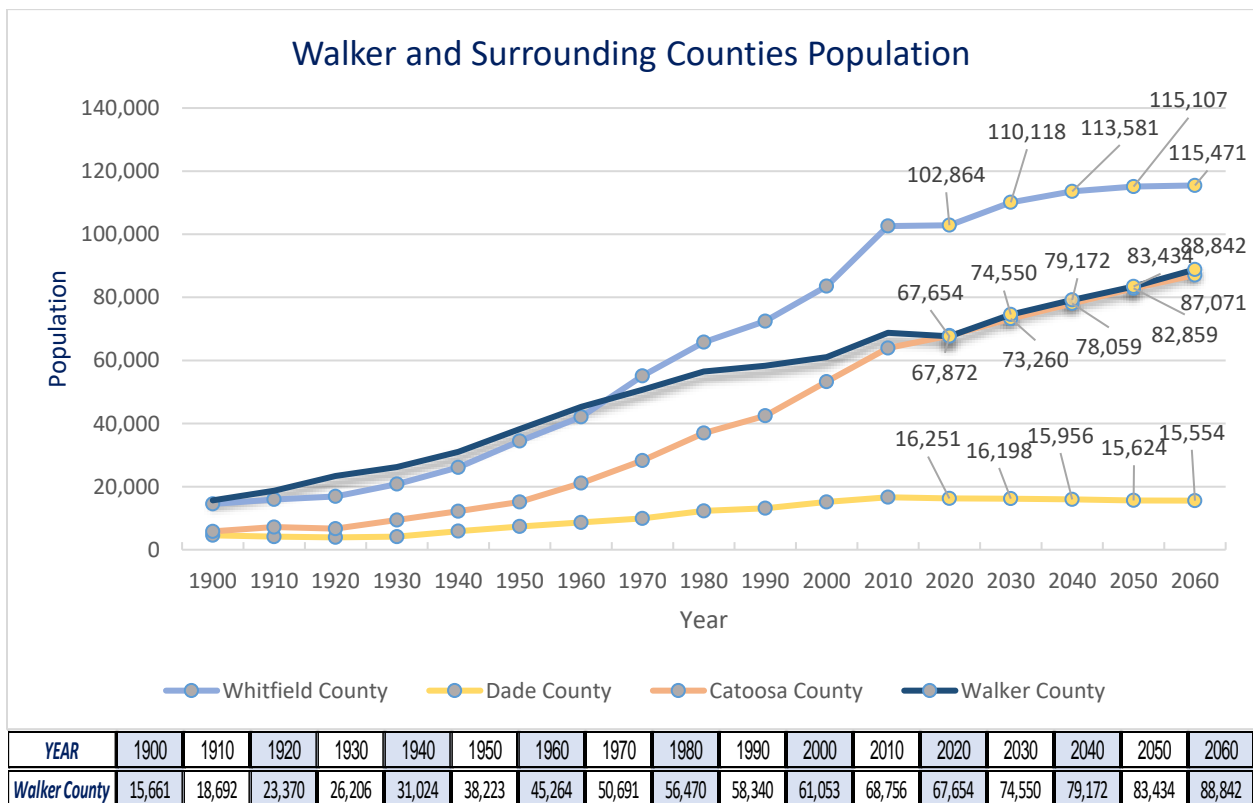


Figure 21

HOUSING TRENDS

- Georgia Housing Units (2010): 9,687,653
 - Georgia Housing Units (2020): 10,711,904
 - Georgia Percent Change in Housing Units (2010-2020): 7.9%
 - Georgia Housing Units Vacancy Rate (2020): 8.8%
-
- Chattanooga, Tn-Ga Metro Area Housing Units (2010): 234,440
 - Chattanooga, Tn-Ga Metro Area Housing Units (2020): 247,266
 - Chattanooga, Tn-Ga Metro Area Percent Change in Housing Units (2010-2020): 5.5%
 - Chattanooga, Tn-Ga Metro Area Housing Units Vacancy Rate (2020): 8.8%
-
- Walker County Georgia Housing Units (2010): 30,100
 - Walker County Georgia Housing Units (2020): 29,137
 - Walker County Georgia Percent Change in Housing Units (2010-2020): -3.2%
 - Walker County Georgia Housing Units Vacancy Rate (2020): 10.1%

Source

Population of Walker and adjacent Georgia Counties from the US Census Decennial count through 2020, followed by population projections from the Governor's Office of Planning and Budget, 2021 projections

Since the 2017-2022 Joint Comprehensive Plan Update, the local governments have taken an active approach to addressing these housing deficiencies, depilation, and blight in their communities. Walker County Government has taken initiative in meeting the challenges of affordable housing. Both the Cities of Lafayette and Rossville enrolled in the Georgia Initiative of Community Housing (GICH) so to remove blight and to provide opportunities for developers to construct new housing structures. Chickamauga has removed substandard housing located within floodplain areas and has spent considerable effort in the beautification of their community, making neighborhoods more attractive for residents.

When considering the evidence provided in the 2020 population Census results showed a decrease in population, at first glance, it is difficult to see what need there is for housing in the area. Over the past 10-years, Walker County's number of housing units has decreased by 3.2% while the vacancy rate for housing is 1.3% percent higher than both the State of Georgia's rate and the Chattanooga, Tn-Ga Metro Area. The need for housing is better understood when analyzing housing statistics provided by the Greater Chattanooga Realtors Annual Report. The annual report identifies the percentage of homes for sale between 2019 and 2020 as a decrease in availability while median sales price has increased; a trend seen for several years in the region.

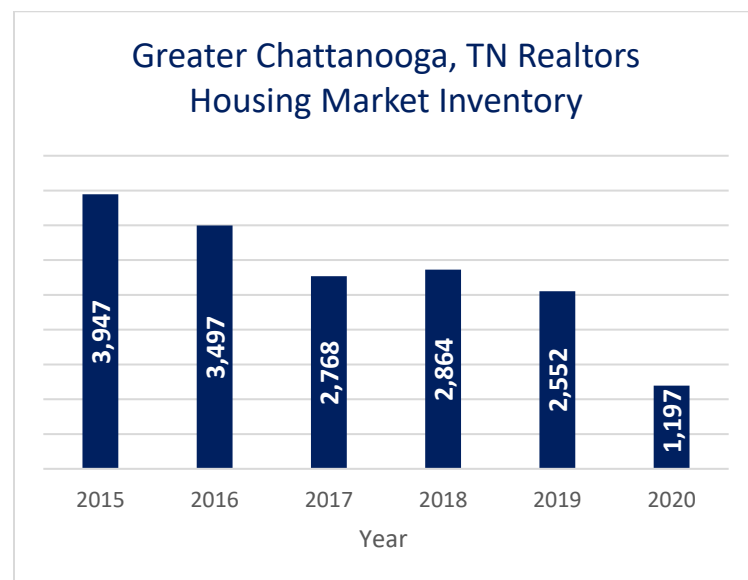


Figure 22 *Housing inventory for the Greater Chattanooga, Tn area provided by the Greater Chattanooga Realtors.*
<https://www.gcar.net/>

HOUSING TRENDS

- Georgia Housing Units (2010): 9,687,653
- Georgia Housing Units (2020): 10,711,904
- Georgia Percent Change in Housing Units (2010-2020): 7.9%
- Georgia Housing Units Vacancy Rate (2020): 8.8%

- Chattanooga, Tn-Ga Metro Area Housing Units (2010): 234,440
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- Chattanooga, Tn-Ga Metro Area Percent Change in Housing Units (2010-2020): 5.5%
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- Walker County Georgia Housing Units (2010): 30,100
- Walker County Georgia Housing Units (2020): 29,137
- Walker County Georgia Percent Change in Housing Units (2010-2020): -3.2%
- Walker County Georgia Housing Units Vacancy Rate (2020): 10.1%

Source

Walker County, much like the region as a whole, has also experienced a decrease in the number of houses on the market while median housing values increased. Between 2019 and 2020 alone the percentage change in housing was -54.6%, while the median housing value increased by

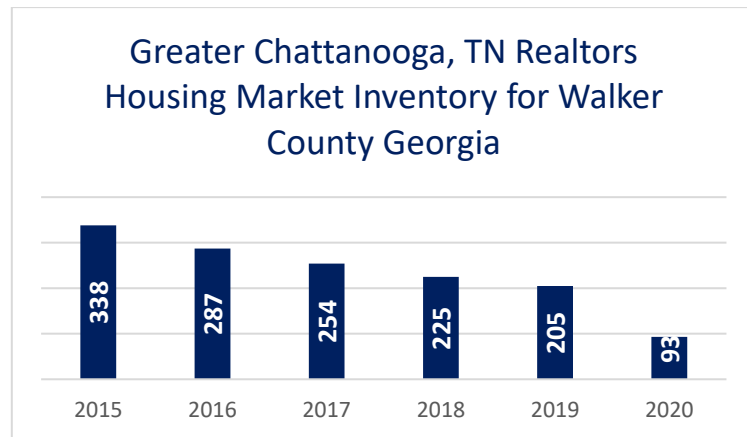


Figure 23. Walker County housing inventory for the Greater Chattanooga, Tn area provided by the Greater Chattanooga Realtors. <https://www.gcar.net/>

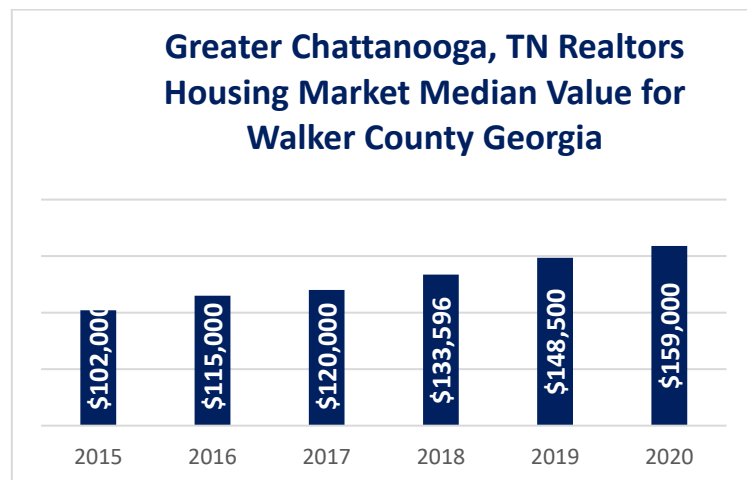


Figure 24 Walker County housing median value for the Greater Chattanooga, Tn area provided by the Greater Chattanooga Realtors. <https://www.gcar.net/>

Educational attainment is important for each community of the Northwest Georgia Region, as it provides for greater employment opportunities, attracts businesses, and provides for the overall contentment of residents. Walker County exceeds the average percentage for those with a Highschool degree or equivalency for Georgia and the Northwest Georgia Region. It also exceeds the average percentage for those receiving an associate degree in comparison to the state of Georgia and the Northwest Georgia Region. This disparity, unfortunately, maybe due to more individuals in the state of Georgia and within the Northwest Georgia Region seeking at least a bachelor's degree or higher.

Table 2 Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates, "Table S1501. Educational Attainment." <https://data.census.gov>.

| EDUCATIONAL ATTAINMENT | Bartow | Catoosa | Dade | Fannin | Chattooga | Floyd | Gilmer | Gordon | Haralson | Murray | Paulding | Pickens | Polk | Walker | Whitfield | Georgia |
|---|--------|---------|--------|--------|-----------|--------|--------|--------|----------|--------|----------|---------|--------|--------|-----------|-----------|
| Persons Aged 25 Years and Older | 69,063 | 45,585 | 11,093 | 19,089 | 17,078 | 64,087 | 21,857 | 37,781 | 19,703 | 26,263 | 100,232 | 22,326 | 27,418 | 48,169 | 66,692 | 6,786,547 |
| Completing Less Than 9th Grade | 3,556 | 1,382 | 826 | 796 | 1,824 | 4,805 | 1,670 | 3,227 | 1,124 | 2,969 | 2,611 | 1,093 | 2,161 | 2,628 | 9,453 | 324,756 |
| High School Graduate (Includes Equivalency) | 22,762 | 14,760 | 3,966 | 6,545 | 6,614 | 21,185 | 7,962 | 13,301 | 7,208 | 9,922 | 33,200 | 6,492 | 10,864 | 17,461 | 19,304 | 1,890,132 |
| Some College No Degree | 16,182 | 11,241 | 2,147 | 4,525 | 3,121 | 12,898 | 4,012 | 8,143 | 4,816 | 4,533 | 23,938 | 5,352 | 5,549 | 10,266 | 13,158 | 1,394,241 |
| Associate's Degree | 4,928 | 4,396 | 1,125 | 1,423 | 1,070 | 4,711 | 1,550 | 2,458 | 1,118 | 1,293 | 8,953 | 1,808 | 1,923 | 4,049 | 3,330 | 518,144 |
| Bachelor's Degree | 9,131 | 6,259 | 1,006 | 2,534 | 977 | 7,506 | 2,687 | 3,346 | 1,609 | 1,671 | 16,257 | 3,125 | 1,924 | 5,071 | 6,864 | 1,282,947 |
| Bachelor's Degree or Higher | 13,471 | 9,461 | 1,540 | 4,057 | 698 | 13,103 | 4,382 | 5,449 | 2,762 | 2,464 | 24,204 | 5,298 | 3,345 | 7,662 | 10,491 | 2,080,116 |

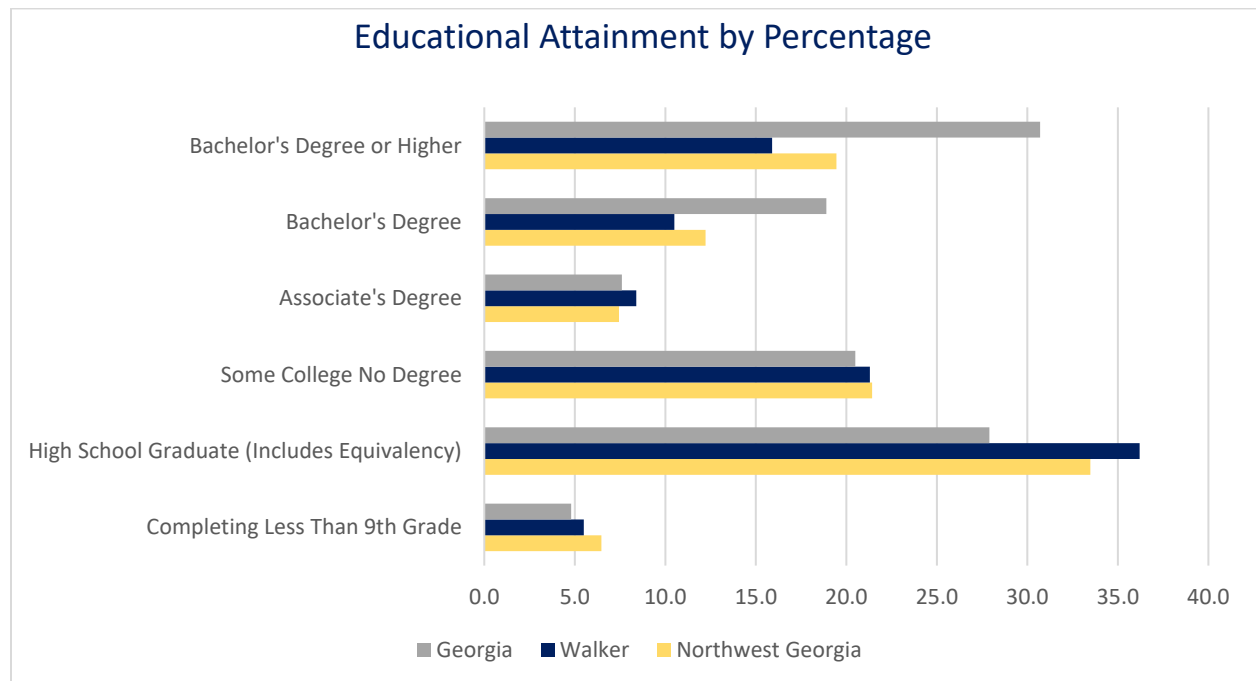


Figure 25 Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates, "Table S1501. Educational Attainment." <https://data.census.gov>.

Add City Schools

Walker County's median household income of \$49,319 was comparable to that of the surrounding counties of Dade and Whitfield Georgia while being significantly more than that of Hamilton County Tennessee, Catoosa County Georgia. Part of this disparity is undoubtedly due to Hamilton County being the urban employment center of the region and Interstate 75 passing through Catoosa County to provide convenient access to Hamilton County/ City of Chattanooga. Interstate 75 also passes through nearby Whitfield County and its' County seat of the City of Dalton. Whitfield County and the City of Dalton is its own Metropolitan Statistical Area with a total population of 142,827 individuals but lacks the number of Interstate connections as Hamilton County – City of Chattanooga Tennessee also has interstate I-24 and I-124.

MEDIAN HOUSEHOLD INCOME LEVELS

- **Georgia:**

- *Dade County: \$45,165*
- *Catoosa County: \$58,344*
- *Chattooga County: \$37,838*
- *Hamilton County Tennessee: \$57,301*
- *Walker County: \$49,319*
- *Whitfield County: \$51,535*

Source

Though Walker County geographically lacks a major interstate as that of Catoosa and Whitfield County, it is strategically located as the cities of Lookout Mountain and Rossville adjoins Hamilton County – City of Chattanooga. Current personal preference for both that of the Baby Boomer Generation and Millennials is to be located in proximity to urban centers while living in locations of small city atmosphere.

POVERTY INCOME LEVEL

- *Georgia: 14%*
- *Dade County: 14%*
- *Catoosa County: 10%*
- *Chattooga County: 20%*
- *Hamilton County Tennessee: 12%*
- *Walker County: 15%*
- *Whitfield County: 14%*

Source

The federal poverty income level for a family of 3 individuals, where the average estimated household size for Walker County is 2.55 individuals, is at an annual and monthly income level of \$21,960. According to the American Community Survey (ACS) for 2020, the estimated population percentage for Walker County is at 15%. Walker County's poverty level is comparable to that of Dade and Whitfield while being greater by 3 to 5% to that of Hamilton County Tennessee (12%) and Catoosa County Georgia (10%). The State of Georgia's poverty percentage is 14%.

The unemployment rate has shown a trend of decline for the Chattanooga, TN-GA Metropolitan Statistical Area, of which Walker County is a part, between 2010 and 2019 (Figure). In 2020 a large increase in unemployment was observed, with the probable cause being the COVID virus.

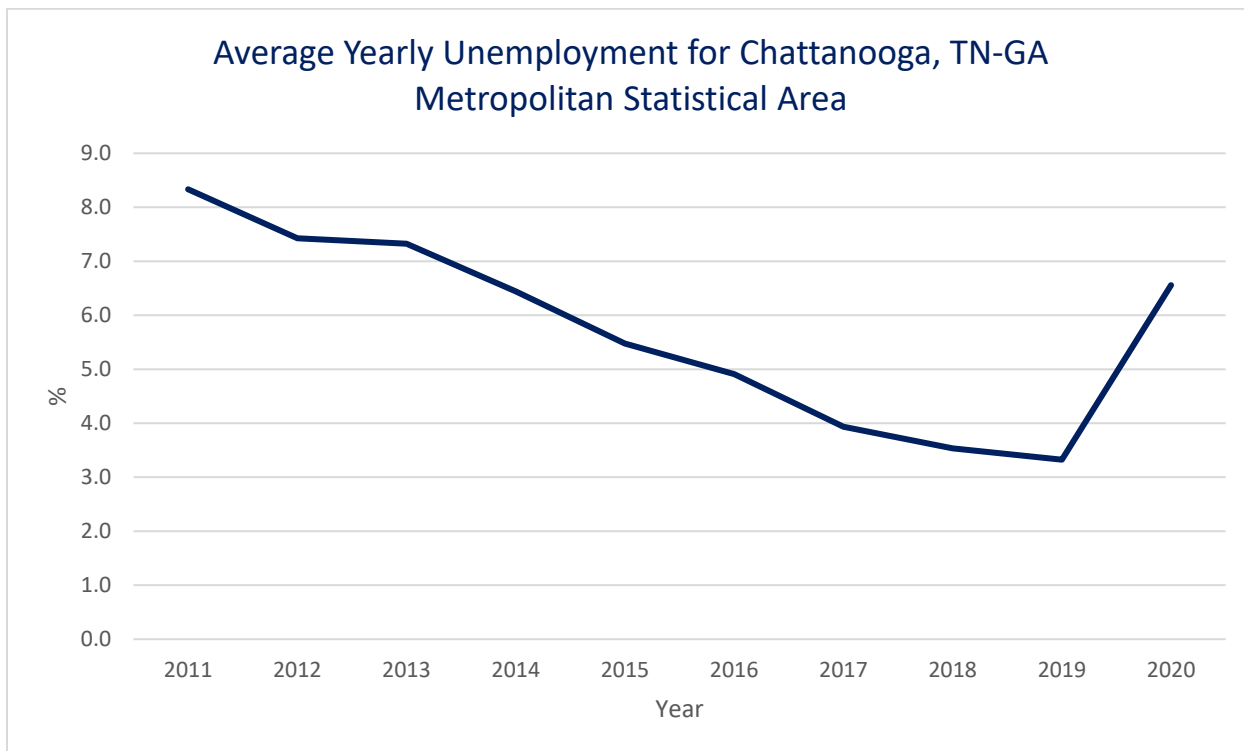


Figure 26 Source: U.S. Bureau of Labor Statistics:

https://data.bls.gov/timeseries/LAUMT4716860000000003?amp%253bdata_tool=XGtable&output_view=data&include_graphs=true

When comparing the unemployment levels for this previous year for the whole Northwest Georgia Region, the observed trend from October of 2020 to October 2021 was a growth in unemployment between October to December of 2020, followed by a gradual decline between January 2021 to April 2021, then a slight 0.6% increase between April 2021 to June 2021, before declining steadily through October 2021.

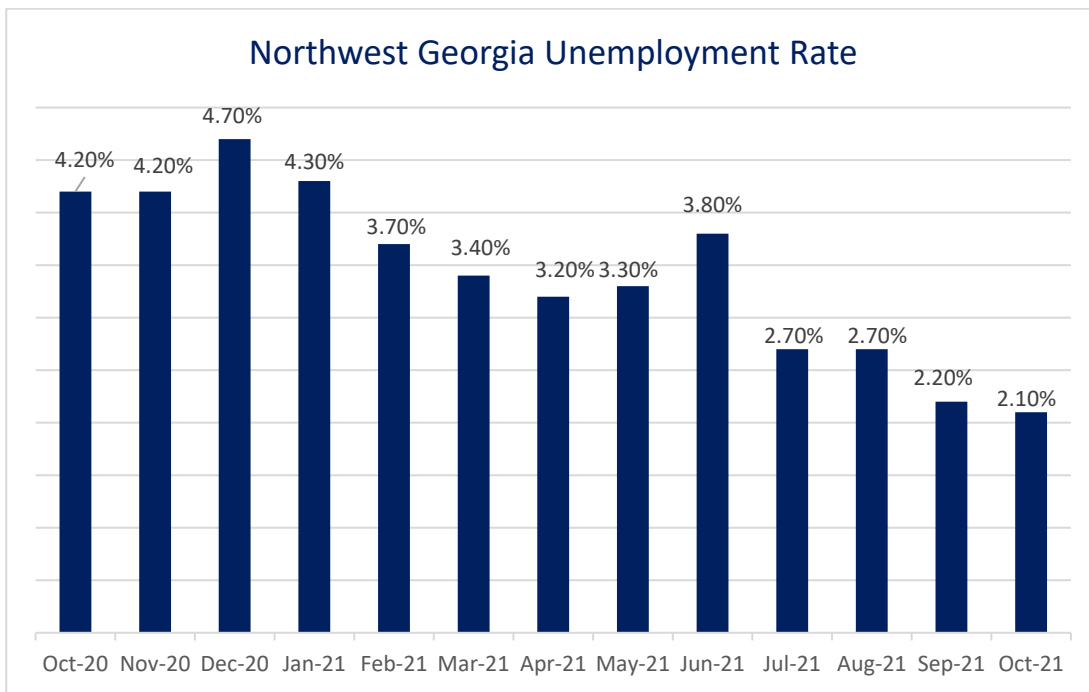


Figure 27

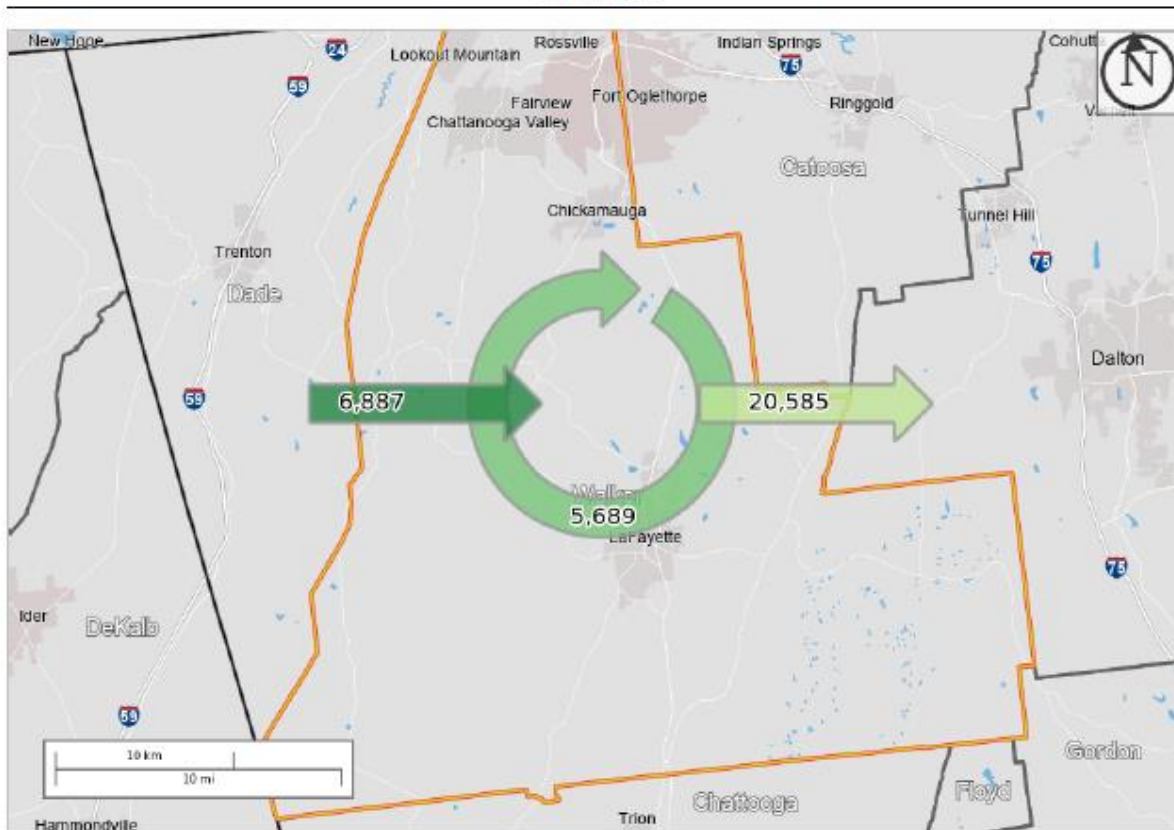
Note: Northwest Georgia Region includes Bartow, Catoosa, Chattooga, Dade, Fannin, Floyd, Gilmer, Gordon, Haralson, Murray, Paulding, Pickens, Polk, Walker, and Whitfield counties

Source: Georgia Department of Labor – Mark Butler, Commissioner

A review of employment commuting patterns by use of US Census data from 2019 revealed that more than twenty thousand individuals who lived in Walker County commute out of the county to work. Most of these commuters are traveling to Hamilton County – the City of Chattanooga Tennessee to work. Approximate six thousand individuals remain within Walker County to work, while more than six thousand individuals commute into Walker County for employment.

Inflow/Outflow Counts of All Jobs for Selection Area in 2019

All Workers



Map Legend

Selection Areas

Analysis Selection

Inflow/Outflow

- ◆ Employed and Live in Selection Area
 - ◆ Employed in Selection Area, Live Outside
 - ◆ Live in Selection Area, Employed Outside
- Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.



United States
Census
Bureau

Page 1 of 3

Figure 28

Source:

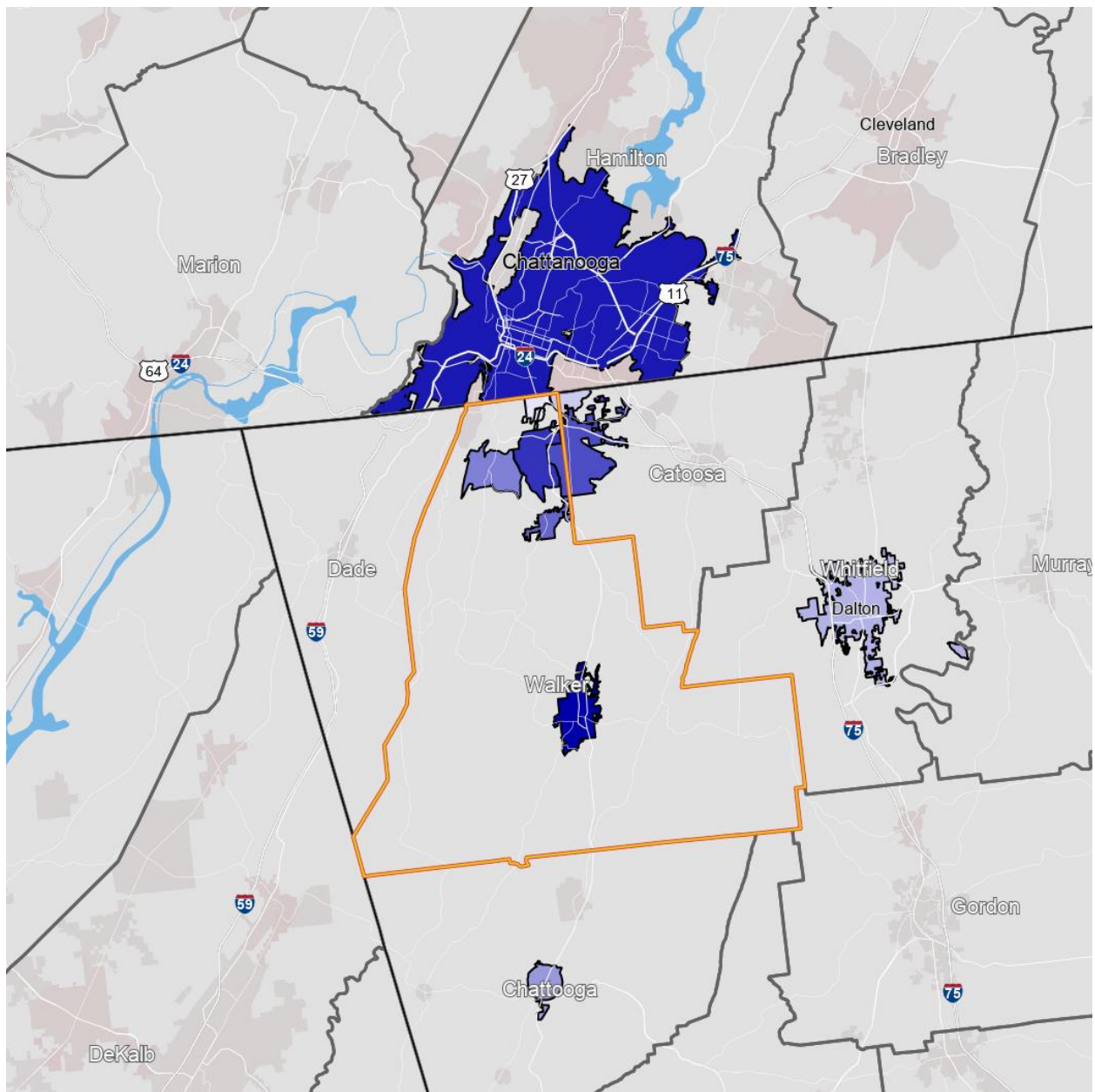


Figure 29

Source: Legend

TRANSPORTATION



Figure 30

Overview

Walker County is one of six Georgia Counties to border with Tennessee. Though the County is adjacent to that of Hamilton County and is a part of the metropolitan area of the City of Chattanooga, it lacks direct interstate access. Interstate I-75 passes through

the adjacent Georgia County to the east, Catoosa County, limiting Walker County commercially and in manufacturing in comparison to that of Catoosa County. Though Interstate access is not available, other opportunities do exist for commercial and commuter traffic corridors.

These other corridors are U.S. Highway 27 and the Georgia Highways of 95, 136, 157, 180, 193, and 341. U.S. Highway 27 and the Georgia Highways in Walker County are important for many reasons. U.S. Highway 27 travels along the western side of Georgia connecting metropolitan areas, such as Tallahassee Florida, Columbus Georgia, Rome Georgia, and Chattanooga. U.S. 27 is an important industrial, economic component to Walker County, as U.S. 27 provides access to industrial properties of Walker County. Businesses such as Shaw, Hitachi, and Roper all access their facilities from the Highway 27. Walker County's 463-acre Business Park is also located along Highway 27. Some industries also benefit from short line rail access.

An additional, important transportation component other than Highway 27 is the Barwick-LaFayette Airport located in the City of LaFayette. The Barwick-LaFayette Airport is a two-lane 5415 by 75-foot public airport owned by the City of LaFayette. The Barwick-LaFayette Airport not only proudly serves local pilot enthusiasts but is corporate friendly and welcomes business travelers. The airport has an additional recreational component in that it located next to the City of LaFayette's Golf.

Regional Transportation Plan

Federal legislation, passed in the early 1970s, required the formation of a Metropolitan Planning Organization (MPO) for any "Urbanized Areas" with a population greater than 50,000 inhabitants. Urbanized Areas are comprised of a densely settled core of census tracts and/or census blocks and those adjacent territories. Since 1977, the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (CHGNGA TPO) has been designated as an MPO. CHGNGA TPO consists of Chattanooga-Hamilton County Tennessee, Catoosa County Georgia, as well as the upper portions of Dade and Walker County Georgia (FIG 1).

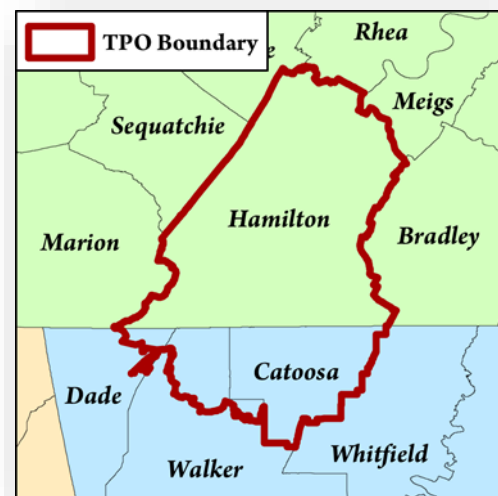


Figure 31. TPO boundary map

CHGNGA TPO is to ensure that transportation investments are based on comprehensive, cooperative, and continuing (3-C) planning. CHGNGA TPO provides local officials and residents input into the planning and implementation of federally funded transportation projects that are in accordance with federal planning factors that correspond with the local regional priorities identified by residents, stakeholder groups, and member jurisdictions.

Where the LRTP planning process is to address Federal transportation planning requirements and national transportation goals, short-term projects are prioritized through CHGNGA TPO'S Transportation Improvement Program (TIP). TIP covers four years of federal, state, and locally funded multimodal transportation projects that are derived from the Regional Transportation Plan (RTP). The most recent TIP is for 2020-2023 and only identifies a few projects in Walker County; of which, only one project has direct funds. A bridge replacement project on SR 1/US 27 at West Chickamauga Creek near the City of Chickamauga is the only project listed as having direct funds and is listed to be completed by 2022. The other projects listed in the TIP are for pedestrian crossing and are listed as a Lump Sum Grouping for funding purposes.

| | |
|-----------------------------------|---|
| Fort Oglethorpe Resurfacing Group | Includes Catoosa and Walker Counties |
| Bridge Project | At SR 1/US 27 at West Chickamauga Creek, near the City of Chickamauga |



Figure 32 Street Cars in the City of Rossville (1914)

Multi-Modal: Transit, Bike and Pedestrian

Other Planning efforts by the CHGNGA 2045 Regional Transportation Plan (RTP) include multimodal planning efforts. By law, RTP's are to also include transit enhancement activities as they reduce congestion, pollution, and energy consumption in a cost-effective manner and strategies and investments. Though transit is mostly limited to within the City of Chattanooga's

municipal
boundaries,

Chattanooga Area Regional Transportation Authority (CARTA) may play a more significant role in the future as one route extends into Rossville Georgia along U.S. Highway 27, with a stop in Rossville at the intersection of Gordon Road and State Street. CHGNGA RTP list as a project the extension of CARTA Route 9 across state line down McFarland Ave. in GA to Ellis Rd in Rossville. This stop is near that of a Walker County Rural Transit system stop, allowing those of Walker County to take transit to Rossville and to take CARTA Route 9 into Chattanooga.



Figure 33 Charta



Figure 34 Chickamauga National Military Park

healthy living, enhanced cultural awareness, community identity, environmental benefits, and improved transportation options. Chattanooga, as an economic and entertainment hub, is an attractive location for visitors and a bike and pedestrian multi-use route economically advantageous for Walker County. A Multi-use route would allow for those of Chattanooga to travel out of the city for recreational purposes and to visit locations and municipalities of Walker County.

In the 2045 CHGNGA Regional Transportation Plan (RTP), the specific route of the Northwest Georgia Feasibility Study highlighted is the 53-mile “ChickChatt” loop starting at the City of Chickamauga. The ChickChatt would connect to the current Chattanooga Multi-use route, passing by to the outside of the municipal boundaries of both the City Fort Oglethorpe and the City of Lookout Mountain. The path’s connection with the Chattanooga Multi-use route will allow access to other locations as well. These locations being the City of Lookout Mountain and the City of Rossville to name a few. Lookout Mountain Route would allow access to certain tourist locations, including Covenant College, Lula Lake Land Trust, Cloudland Canyon State Park, Rock City, and Ruby Falls. The Rossville connection would allow for Rossville to be an important, central, destination hub for bikers leaving or entering Chattanooga; also, if

In 2017 Regan and Smith composed a Northwest Georgia Feasibility Study for Bikeways and Pedestrian Multi-Use Routes. The purpose of the feasibility study is to establish a vision for bikeway and pedestrian multi-use routes and measure their benefits for local municipalities and the surrounding region. A proposed approximant 118-mile route is recommended in the plan to connect communities. The specific economic benefits cited in the study were: increased property values, job opportunities, economic stimulation, tourism, promoting



Figure 35 LaFayette Annual Honey Bee Festival Bike ride

CARTA transit is expanded, then bike riders could access the transit system.

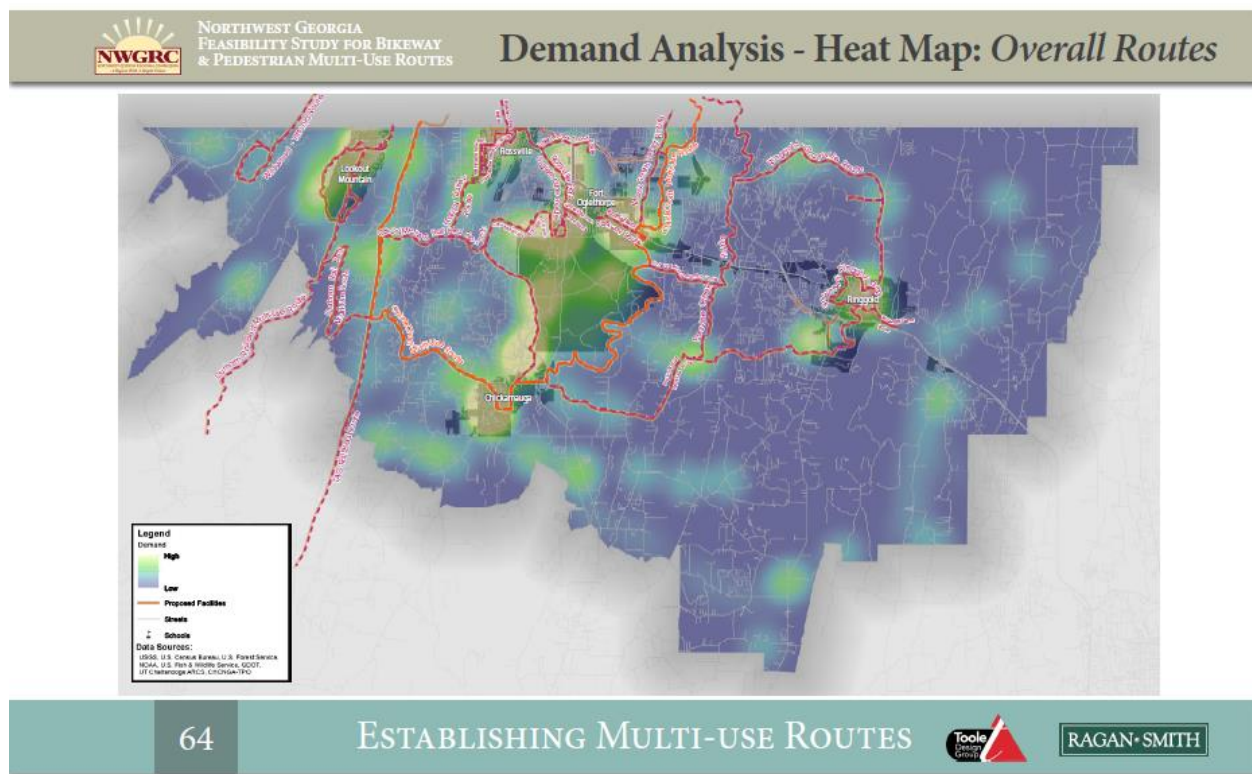


Figure 36

Introduction

Access to high-speed internet is a necessity for businesses, education, healthcare, emergency response, agriculture, and overall quality of life today. Unfortunately, high-speed internet access is not available to all Georgians. In 2015, the Federal Communications Commission (FCC) established the definition of broadband internet as 25 megabits per second for download (downstream), and 3 megabits per second for upload (upstream). When passing Senate Bill 403, the “Achieving Connectivity Everywhere (ACE)” Act, in Spring 2018, the State of Georgia defined broadband access as that of the FCC’s. To achieve connectivity everywhere, the State of Georgia created the Broadband Ready Program (Georgia Broadband Deployment Initiative - GBDI) and community designation. The purpose of the Broadband Ready Community Designation is for a community to demonstrate that the local unit of government has taken steps to reduce obstacles to broadband infrastructure investments. Walker County, City of Chickamauga, City of LaFayette, City of Lookout Mountain, and the City of Rossville’s participation in the program will ensure connectivity for all residents, regardless of how remote of a location. To be recognized as Broadband Ready, a community must complete the following steps:

- 1) Within the **Local Comprehensive Plan**, include a broadband element to ensure that a community adopts a strategy that demonstrates the promotion of broadband within the community.
- 2) To adopt a **Broadband Model Ordinance** to signal a local unit of government has taken steps to reduce obstacles to broadband infrastructure investment.

The completion of these steps allows local governments to become designated as a Broadband Ready Community. Through a partnership with the DCA, local governments can collaborate with the State for appropriate strategies and policies to lower broadband investment costs or provide financial assistance to broadband in unserved areas. Provided finances may come in the form of loans and grants and are to reduce associated costs with the installation of infrastructure. Funding may also be provided to encourage economic development and attract technology. *“The Georgia Department of Economic Development can designate facilities and development that offer broadband services at a rate of not less than 1 gigabit per second in downstream to end users that can be accessed for business, education, health care, government, and other public purposes. Once designated, the Department of Economic Development will promote facilities and developments as local community assets.”*

To help with financing, the Georgia Broadband Deployment Initiative (GBDI) Grant program Ready Program has launched the 2021 Georgia Broadband Grant Explorer tool to identify those Unserved Census Blocks to be eligible for *OneGeorgia* Broadband Deployment Funds. Requirements for assistance by the GBDI program are as follows:

- 1) To be identified unserved per the 2021 Georgia Broadband Data.
- 2) To be located in an *OneGeorgia* eligible or conditionally eligible county like Walker County. *OneGeorgia* promotes the economic security of rural Georgians in rural counties that experience high poverty rates. The Broadband Deployment Fund provided through *OneGeorgia* gives financial assistance to enable communities and broadband providers to partner to serve unserved areas.

Broadband Availability Map

In July 2020 the Georgia Department of Community Affairs released a broadband availability map as part of the Georgia Broadband Deployment Initiative Map (GBDI Map). The GBDI map uses Census addresses information for homes and businesses and then reports services availability at the Census block mapping unit. The layers from the GBDI map show orange as broadband-served, the tan as broadband-unserved, and the gray as areas with “No locations” (no residential or business addresses available). In all, approximately 2,177 locations (6%) remain unserved. The largest portion of unserved locations is in Walker County and not the cities. Most of Walker's unserved locations are in the southern portion of the county. The City of Chickamauga, Lafayette, Lookout Mountain, and Rossville are represented in coverage. The City of LaFayette has the most unserved locations of all the cities.

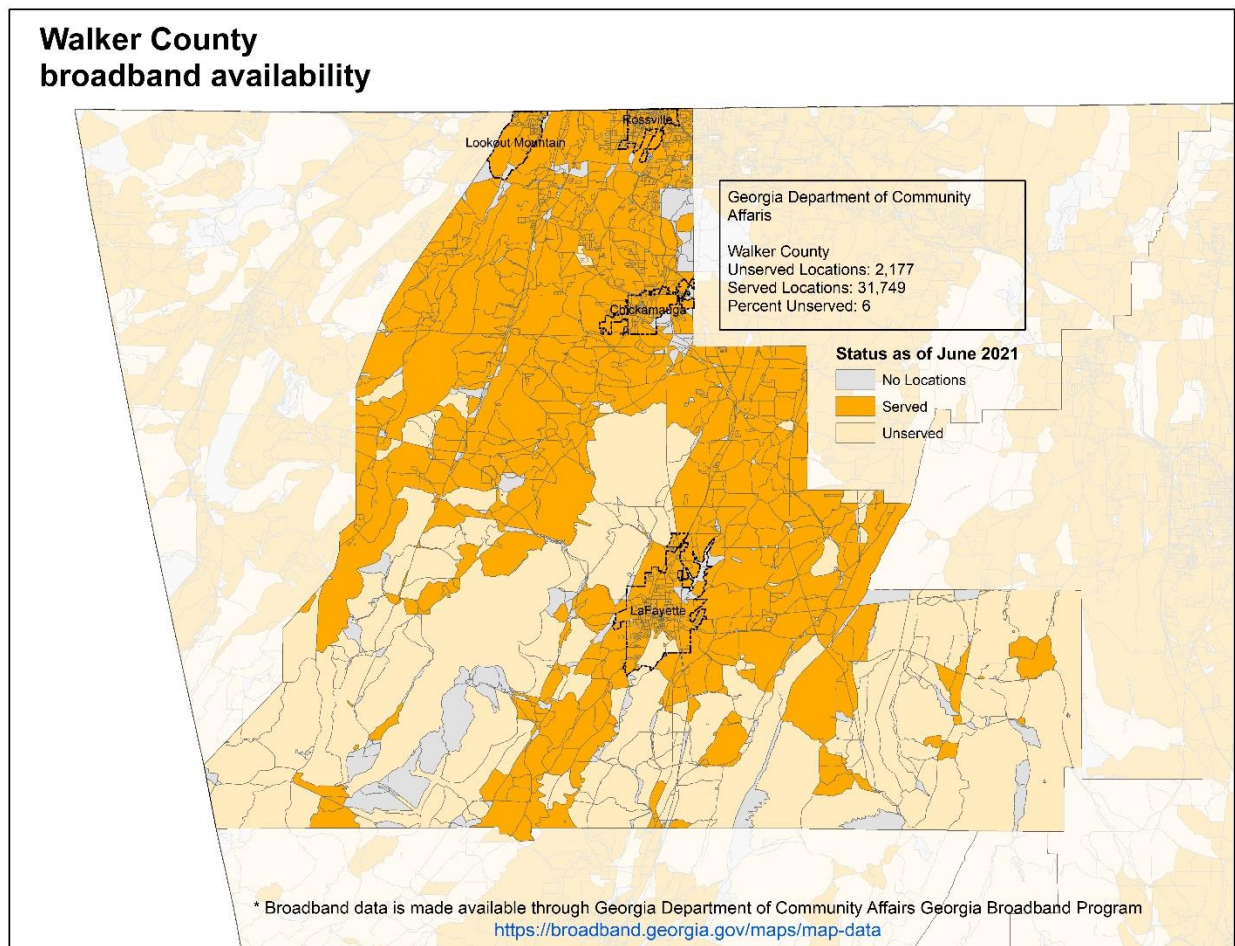


Figure 37

At the time of the creation of this Comprehensive Plan, Walker County and the cities of Chickamauga, LaFayette, Lookout Mountain, and Rossville has no interest in being a Broadband Available Community.

Broadband Continued

Though Walker County Government and the local municipalities in Walker County has no interest in becoming a Broadband Ready Community at this time, each government is aware of the value of broadband in the wellbeing of its residents, providing a quality education and economic competitiveness with other locations in Georgia and United States. Total broadband availability does not mean all

individuals have internet access. Fast upload and download speeds are needed in today's digital economy. The digital economy, in addition to promoting industrial competitiveness, allows professionals to work remotely. Internet access is needed to promote entrepreneurship, achieving the dream of personal business ownership and success. To display this point, included in appendix x, is a Greater Chattanooga Region Broadband Connectivity Map from tri-state regional collaboration THRIVE. Appendix maps display locations where there is at least 25 megabits per second upload and download speed within each municipal government's boundary.



“The purpose of the Community Goals element is to lay out a road map for the community’s future, developed through a very public process of involving community leaders and stakeholders in making key decisions about the future of the community. The community goals are the most important part of the plan, for they identify the community’s direction for the future, and are intended to generate local pride and enthusiasm for the future of the community, thereby leading citizens and leadership to act to ensure that the plan is implemented.” – DCA

The vision statement in the comprehensive planning process is more than just listing goals. Each community writes its vision statement in awareness of its current identity, defining the direction it wishes to take within the next 10 or 20 years. The vision statement is not only meant to be practical but inspirational also. The policy/goals that accompany the vision statement are to guide the implementation of certain actions steps to accomplish each community’s vision. These policy statements are for implementation in 5 selected categories: development patterns, resource conservation, community facilities and infrastructure, social and economic development, and governmental relations. Through the combination of policies/goals listed in this chapter and the work program items of chapter 6, a community achieves its vision. The compilation of the policies/goals and work program items is how each community achieves its vision.

Each community’s vision statement and policies/goals added are those of the 2017 Walker County Joint Comprehensive Plan Update, but modifications have been made to clarify each governments’ character.

COMMUNITY VISION STATEMENTS & POLICIES



Figure 34: Downtown Chickamauga
Figure 38

CHICKAMAUGA

A dynamic historic community steeped in beauty and sense of place, with small town values guiding us towards progressively planned growth and a unique quality of life.

The above vision statement was prepared as part of an inclusive, participatory community strategic planning process in 2016 named “Chickamauga Renaissance Strategic Vision” It resulted from considerable thought and discussion regarding the

desired characteristics and values of a prosperous and unified Chickamauga community along with suggested improvements for both the City’s curb appeal as well as strategies to better “market” the downtown to visitors.

POLICIES

Development Patterns

- Decisions on development and redevelopment will contribute to, not take away from, the character of the city of Chickamauga by being respectful and sensitive to the historic context and character of the community as a whole.
- We encourage development that is sensitive to the historic context, sense of place, and overall setting of the community.
- We want new development, infill development, and redevelopment construction design, landscaping, lighting, signage, and scale to add value and complement our city.
- The community will use land efficiently to avoid the costs and problems associated with urban sprawl and diminish our small-town atmosphere.
- We encourage mixed-use/retail residential uses and lifestyle that promotes the small-town atmosphere of Chickamauga, while also increasing the number of housing options and local commercial activities.
- Our gateways and corridors will create a "sense of place" for our city.
- The city of Chickamauga is committed to promoting the vibrancy of its downtown in promotion of its small-town atmosphere and as a community center to give its residents and visitors a sense of place and belonging.

- We are both committed to our city and its neighborhoods being walkable, safe, and attractive throughout and that our residents will have convenient access to schools, parks, and necessary services (grocery stores, drug stores) without having to travel by car so that a sense of place is created.
- We are committed to providing pleasant, accessible public gathering places, recreational facilities, and set-aside greenspace throughout the community.
- We are committed to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in Greenfield (previously undeveloped) areas of the community.
- We support increases in residential density in areas where community design standards, environmental constraints, and available infrastructure capacities can satisfactorily accommodate the increased density.
- We support new land uses that enhance housing options in our community.
- We will encourage traditional downtown development and mixed-use commercial/residential development versus unattractive, inefficient strip development along major roadways.
- We are open to land planning and development concepts new to our area but have been tried successfully in other places.
- Our planning decisions, where appropriate, will be considerate of current ongoing activities to make the city of Chickamauga walkable and bikeable.
- Our new and reconstructed roadways will be appropriately designed in context to the character and conditions of the surrounding area, while also accommodating multiple modes of mobility. These modes of mobility are pedestrian, parking, bicycle routes, public transit (if applicable), and vehicular.
- Where possible, and if in fitting with the character of the area, road connectivity and a grid of networked streets will be encouraged over cul-de-sacs.
- We support the creation of a community-wide pedestrian/bike path network.
- Through traffic calming and other design considerations, we will ensure that excessive vehicular traffic will not harm the peaceful nature of our residential neighborhoods.

Natural and Cultural Resources

- The protection and conservation of our community's resources will play an important role in the decision-making process when making decisions about future growth and development.
- We will encourage compact urban development patterns to preserve open space, natural resources, and limit the encroachment of new housing development in flood-prone areas.

- Environmentally sensitive areas, natural resources, archaeological resources, and cultural resources will be protected from residential and commercial encroachment, in particular those locations prone to flooding, by encouraging new development to locate to suitable settings and in a compact design layout. as well as transportation improvement projects, by encouraging new development to locate at suitable settings and in a compact design layout.
- Potential impacts to air and water quality will be factored in when making decisions on approval of developments and transportation improvement projects.
- Infrastructure networks will be developed to steer new development away from sensitive natural resource areas.
- We will promote the protection and maintenance of trees and green open space in all new development.
- Low impact development that preserves the natural topography and existing vegetation will be encouraged.
- Ground and surface water sources will be protected so to ensure safe, adequate water supplies.
- We will promote enhanced solid waste reduction and recycling initiatives.

Community Facilities, Services, and Infrastructure

- Our community will make efficient use of existing infrastructure and public facilities to minimize the need for costly new/expanded facilities and services, while also limiting development to those locations that can be adequately served by public infrastructure. Joined with the 3rd below
- In those locations in which existing infrastructure is in good, structural conditions we will encourage infill residential and commercial development, so to minimize cost.
- We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers, by limiting development to those areas that can be reasonably served by public infrastructure.
- We will ensure that capital improvements needed to accommodate future development are provided concurrent with new development, projects will be concurrent with new development.
- Utilities and services expansion will be phased, so to encourage new development to be contiguous with already present development and/or support development locations identified within this comprehensive plan.
- We will carefully consider both costs and benefits when deciding on proposed economic projects.

Economic Development and Social Equity

- We will support local retail owners and encourage more small business ownership, diversifying the makeup of commercial activities in the city of Chickamauga.
- We will work with Broadband professionals to increase internet availability and faster download and upload speeds.
- When appropriate and feasible, we will incentivize the reuse of currently unoccupied buildings for new businesses.
- We will maintain the sense of safety associated with the city and that adds to its small-town atmosphere.
- We will eliminate substandard or dilapidated housing and neighborhoods in the city.
- Infill housing development in existing neighborhoods will be encouraged.
- Affordable housing options and a mix of housing types will be given so that those who work in the city will have the opportunity to reside close to their places of employment.
- While providing employment opportunities, we will also encourage housing policies and a diversity in housing values where those of low-to-moderate income will be able to afford their own home.
- We support assisted housing throughout the county to diversify neighborhoods and eliminate pockets of poverty.

Intergovernmental Coordination

- We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
- We will work jointly with neighboring jurisdictions on developing solutions for shared regional issues (such as growth management, watershed protection)
- We will pursue joint processes for collaborative planning and decision-making with neighboring jurisdictions
- We will consult other public entities in our area when making decisions that are likely to impact them.
- We will provide input to other public entities in our area when they are making decisions that are likely to have an impact on our community or our plans for future development.
- We will engage in cooperative planning between the local government and local school board regarding the appropriate location and use of schools as community facilities

LAFAYETTE

The City of LaFayette, a progressive, rural community that is a gateway to the Appalachian Mountain chain, is committed to preserving and protecting its abundant natural and historic resources, while promoting residential, commercial and industrial growth, and supporting and encouraging education of its youth and workforce. In order to promote and maintain a superior quality of life.



Figure 39

The City of LaFayette is a progressive, rural, Appalachian gateway community, who is committed to preserving and protecting its natural and historic resources, while also providing quality housing, employment, and education.

The City of LaFayette has identified the following areas to address: Redeveloping declining residential areas and idle commercial and industrial sites, improving aging infrastructure, expanding airport facilities and operations, promoting industrial and commercial retention and recruitment, preserving and promoting historic and natural resources.

POLICIES

A. Development Patterns

1. Our decisions on development and redevelopment will contribute to, not take away from, the character of the city of LaFayette by being respectful and sensitive to the historic context and character of the community as a whole.
2. All development and construction design, landscaping, lighting, signage, and scale to add value and complement our city.
3. The city of LaFayette will encourage mixed-use retail/residential if it contributes and does not take away from the small-town atmosphere and increases housing options and local commercial activities.
4. Our gateways and corridors will create a "sense of place" for our city.

5. As its community center, the city of LaFayette is committed to encouraging the vibrancy and small-town atmosphere in its downtown, as doing so gives both residents and visitors a sense of place and belonging.
6. We are committed to redeveloping and enhancing existing commercial and industrial areas within our community, so to minimize the appearance of blight, while also preserving open space.
7. We support increases in residential density in areas where city design standards, environmental constraints, and available infrastructure capacities can satisfactorily accommodate the increased density.
8. We will encourage traditional downtown commercial development versus unattractive commercial strip development found along major roadways.
9. [Review of zoning ordinances is to be complementary to the existing comprehensive plan. To enhance and preserve the peaceful and beautiful nature of the community, all zoning request reviews will be consistent with the character identified in the 2022-2032 Joint Walker County Comprehensive Plan.](#)

B. Vehicular and Multi-modal Transportation

1. We are committed to the walkability of our city and its neighborhoods, providing a secure non-vehicular means of transportation to schools, parks, and other necessary services (grocery stores, drug stores) without having to travel by car.
2. Our new and reconstructed roadways will be appropriately designed to the character and conditions of the surrounding area to accommodate multiple functions including pedestrian facilities, parking, and bicycle routes, as well as local vehicular circulation.
3. When possible, road designs that provide a smooth continuous movement of vehicles, such as what is found on a grid network of streets, will be encouraged over that of cul-de-sacs and dead end streets.
4. Through traffic calming and other design considerations, we will ensure that excessive vehicular traffic will not harm the peaceful nature of our residential neighborhoods.
5. We support the creation of a community-wide pedestrian/bike path network.

C. Resource Conservation

1. We will encourage compact urban development and low-impact development patterns to preserve open space, natural resources, and to limit the encroachment of new housing development in flood-prone areas.
2. Environmentally sensitive areas, groundwater, surface water, natural resources, archaeological resources, and cultural resources will be protected from residential and commercial

encroachment by encouraging new development to locate in a suitable setting and in a compact design layout.

3. [We will ensure the protection of water supply watersheds, groundwater recharge areas, wetlands, river corridors, and mountains for the benefit and enjoyment of current residents and future generations by following the guidance provided in both our codes and ordinances and by the Georgia Department of Natural Resources Environmental Protection Division Rules for Environmental Planning Criteria \(Chapter 391-3-16\)](#)
4. When expanding current or constructing new infrastructure networks, unless otherwise unfeasible or non-rational, installation of infrastructure will steer new development away from environmentally sensitive locations.

D. Community Facilities, Services, and Infrastructure

1. Our community will make efficient use of existing infrastructure and public facilities to minimize the need for costly new/expanded facilities and services, while also limiting development to those locations that can be adequately served by public infrastructure.
2. We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers, by limiting development to those areas that can be reasonably served by public infrastructure.
3. We will ensure that capital improvements needed to accommodate future development are provided concurrently with new development.
4. Utilities and service area expansion will be phased so to encourage new development to be contiguous with already present development.
5. The joint comprehensive plan will be consulted when expanding utilities and service areas.
6. When able, we will invest in parks and open spaces to enhance the quality of life for our citizens.
7. [We will work with Broadband professionals to increase internet availability and faster download and upload speeds.](#)

E. Economic Development

1. [We will support local retail and encourage more small business ownership, diversifying the makeup of commercial activities in the city of LaFayette.](#)
2. [We will work with Broadband professionals to increase internet availability and faster download and upload speeds.](#)
3. [When appropriate and feasible, we will seek funds that will incentivize the reuse of currently unoccupied buildings for new businesses.](#)

Housing and Social Equity

1. We will eliminate substandard or dilapidated housing in our neighborhoods within the city.
2. When meeting Infill housing development in existing neighborhoods will be encouraged.
3. We support a diversity of housing options and types at a range of prices throughout the city, so to maximize housing ownership and rental opportunities for a variety of incomes in the community. We do so to provide for those of low-to-moderate income without discriminating against those of greater socio-economic levels.

Intergovernmental Coordination

1. We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
2. We will work jointly with neighboring jurisdictions on developing solutions for shared regional issues (such as growth management, watershed protection)
3. We will consult other public entities in our area when making decisions that are likely to impact them.
4. We will provide input to other public entities in our area when they are making decisions that likely will have an impact on our community or our plans for future development.
5. We will engage in cooperative planning between the local government and local school board regarding the appropriate location and use of schools as community facilities.



Figure 35

LOOKOUT MOUNTAIN

Vision Statement and Policies

The City of Lookout Mountain Georgia's vision is to preserve and enhance the peaceful and beautiful residential nature of our

POLICIES

A. Development Patterns

1. Our decisions on development and redevelopment will contribute to, not take away from, our community's character and sense of place. All development must be sensitive to the historic context, sense of place, natural environment, and the overall setting of the community while protecting the environment and preserving meaningful open space.
2. All development and construction design, landscaping, lighting, signage, and scale will add value to our community.
3. We are committed to creating walking, biking, and expanded recreational facilities.
4. We will eliminate inadequate structures in our community.
5. Our new and reconstructed roadways will be appropriately designed using context-sensitive design considerations to accommodate multiple functions including pedestrian facilities, parking, and bicycle routes, as well as local vehicular circulation. We will enhance community aesthetics and preserve the peaceful nature of our residential neighborhoods and minimize environmental impacts.
6. To achieve the peaceful and beautiful residential nature referenced in the vision statement, and to best promote the well-being and safety of residents, development will be subject to review by the Municipal Planning Commission.

7. All zoning request reviews will be consistent with the character identified in the Lookout Mountain portion of the 2022-2032 Joint Walker County Comprehensive Plan.

B. Resource Conservation

1. New development and infrastructure will be in a suitable location to protect natural resources, environmentally sensitive areas, as well as valuable historic, archeological, and cultural resources from encroachment.
2. Development will minimize the negative impact of land-disturbing activities while maintaining natural topography, existing vegetation, trees, and green open space.
3. We will ensure conformance to the City's *"Soil Erosion, Sedimentation and Pollution Control Ordinance (Ordinance NO. 301)"* and the *"Georgia Erosion and Sedimentation Act of 1975 (O.C.G.A § 12-7-1)"*.

C. Community Facilities, Services, and Infrastructure

1. Future development will be respectful of current residents by being fiscally responsible and phased to minimize disruption to current residents' activities and life in our community.
2. We will continue to invest in parks, trails, and recreational spaces as able.
3. Our community will continue to support Fairyland Elementary School.

D. Social and Economic Development

1. We will support businesses that are a good fit for our community's economy.
2. We will eliminate inadequately maintained housing in our community.
3. The Town Center will become a vibrant center of the community to improve overall attractiveness and quality of life.

ROSSVILLE

“Together we create a community of good neighbors.”

Rossville looks to all sectors of the individuals and families, businesses, schools, service organizations, non-profit agencies, and city workers – (corporately) to be responsible for the wellbeing of the entire community. It envisions all elements of the community working cooperatively to maintain the character and quality of community life. In

this vision, all individuals and families look out for each other, are careful with the natural environment, use their volunteer time to help improve the community and shop local whenever possible. Businesses contribute to public projects and activities by caring for and serving all the community’s needs. City government will support and stimulate these cooperative efforts. Government cannot create elements of “good neighborliness” alone, but rather can put the vision forward while demonstrating ways all parts of the community can create and maintain it together.



Figure 41: Historic John Ross House in Rossville

The city of Rossville; in support of the wellbeing of individuals, families, schools, service organizations, non-profit agencies, and city workers, lead in creating an environment where all these works in cooperation to improve the quality of life of all.

The City of Rossville will strive to attain and maintain the following principles that sustain a Healthy Community:

1. Enhance our image to raise aspirations
2. Rejuvenate the city's economy
3. Create a sustainable city
4. Strengthen citizen engagement in city issues
5. Reinforce community functions and events
6. Sustain the natural systems and beauty of the community
7. Preserve and promote a built environment compatible with the natural environment and which sustains quality over time
8. Sustain a safe community
9. Promote a variety of housing choices appropriate to all stages of life
10. Capitalize on Rossville's heritage as once the largest industrial site in the world
11. Regain integrity through historic sites and streetscapes as a positive and welcoming entrance into the State of Georgia

POLICIES

Development Patterns

- Our decisions on new development will contribute to, not take away from, our community's character and sense of place.
- We encourage development that is sensitive to the historic context, sense of place, and overall setting of the community.
- We want development whose design, landscaping, lighting, signage, and scale add value to our community.
- Our community will use land efficiently to avoid the costs and problems associated with urban sprawl.
- We are committed to providing pleasant, accessible public gathering places and parks throughout the community.
- We are committed to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in Greenfield (previously undeveloped) areas of the community.
- We support appropriate residential and non-residential in-fill development and redevelopment in ways that complement surrounding areas.
- We support new land uses that contribute to protecting the environment and preserving meaningful open space.

- We will target transportation improvements to support desired development patterns for the community (recognizing that ready availability of transportation creates demand for land development in adjacent areas).
- Our new and reconstructed roadways will be appropriately designed, using context-sensitive design considerations, to enhance community aesthetics and to minimize environmental impacts.
- We will promote connectivity of our road network (such as fostering a grid network of streets, multiple connections between subdivisions).
- We support the creation of a community-wide pedestrian/bike path network.

Resource Conservation

- The protection and conservation of our community's resources will play an important role in the decision-making process when making decisions about future growth and development.
- We will minimize inefficient land consumption and encourage more compact urban development to preserve green open space and natural resource areas.
- We will encourage new development to locate in suitable locations to protect natural resources, environmentally sensitive areas, or valuable historic, archaeological, or cultural resources from encroachment.
- We will promote the protection and maintenance of trees and green open space in all new development.
- We will promote enhanced solid waste reduction and recycling initiatives.

Community Facilities and Infrastructure

- We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers.
- We will limit development within our community to areas that can be reasonably served by public infrastructure.
- We will invest in parks and open spaces to enhance the quality of life for our citizens.
- We will work with the local school board to encourage school location decisions that support the community's overall growth and development plans.

Economic Development

- We will support programs for retention, expansion and creation of businesses that are a good fit for our community's economy in terms of job skill requirements and linkages to existing businesses.

- We will target reinvestment to declining, existing neighborhoods, vacant or underutilized sites or buildings in preference to new economic development projects in Greenfield (previously undeveloped) areas of our community.
- We will seek to balance the supply of housing and employment in our community and consider their location in relation to each other.
- We will take into account impacts on infrastructure and natural resources in our decision-making on economic development projects.
- We will carefully consider costs as well as benefits in making decisions on proposed economic development projects.
- We will eliminate substandard or dilapidated housing in our community.
- We will stimulate infill housing development in existing neighborhoods.
- We will encourage the development of housing opportunities that enable residents to live close to their places of employment.
- We will encourage housing policies, choices, and patterns that move people upward on the housing ladder from dependence to independence (homeownership).
- We support the dispersion of assisted housing throughout the community to diversify neighborhoods and eliminate pockets of poverty.

Governmental Relations

- We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
- We will consult other public entities in our area when making decisions that are likely to impact them.
- We will provide input to other public entities in our area when they are making decisions that are likely to have an impact on our community or our plans for future development.
- We will engage in cooperative planning between the local government and local school board regarding the appropriate location and use of schools as community facilities.

WALKER COUNTY

Walker County Government will take the lead in creating a quality of life unparalleled in the southeast. Stewardship of the manmade and natural resources will be the foundation of every decision. Government will be progressive in providing infrastructure and services that support residential, commercial, and industrial development. Government will be sensitive and responsive to issues of local and community concerns and be proactive in identifying and planning for emerging opportunities and preserving those core values which are the foundations of the past and our hope for the future.



Figure 42: Scenic View from Lookout Mountain

Walker County Government citizens' quality of life will be unparalleled in the southeast, with government responsiveness being sensitive to the issues and concerns of the community by proactively identifying emerging opportunities and preserving those core values that are its foundation.

We will realize our vision by supporting these goals:

1. Strong operational and management infrastructure
2. Downtown revitalization
3. Greenspace and natural resources preservation and development
4. A balance between residential, commercial, and industrial development
5. Growth management
6. Considerate stewardship of both the manmade and natural environment.
7. Quality education
8. Community and economic development
9. A clear county-wide vision and agreed-on goals
10. Regional collaboration

POLICIES

Policies are adopted to provide ongoing guidance and direction to county officials. They provide a basis for making decisions in implementing the comprehensive plan, including achieving the Community Vision and appropriately addressing the Community Issues and Opportunities. The following policies have been adopted by the Walker County government:

Development Patterns

- Decisions on development and redevelopment will contribute to, not take away from, the character of Walker County by being respectful and sensitive to the historic context and character of the community as a whole.
- We will provide agricultural and forestry opportunities, as they are a vital component of our rural, small-town character and identity.
- We want new development, infill development, and redevelopment construction design, landscaping, lighting, signage, and scale to add value and complement our county.
- Walker County will promote land use efficiency to avoid the costs and problems associated with urban sprawl that diminishes our small-town atmosphere.
- Our gateways and corridors will create a "sense of place" for our county.
- We are committed to providing pleasant, accessible public gathering places, recreational facilities, and set-aside greenspace throughout the community. [Combined from above](#)
- We are committed to redeveloping and enhancing existing commercial and industrial areas within our community in preference to new development in Greenfield (previously undeveloped) areas of the community.
- We encourage mixed-use, human-scale development where appropriate to do so.
- We support increases in residential density in areas where community design standards, environmental constraints, and available infrastructure capacities can satisfactorily accommodate the increased density.
- We support new land uses that enhance housing options in our county.
- We will encourage the development of mixed-use commercial/residential nodes of village and activity centers that meet the service needs of citizens while also avoiding unattractive, inefficient strip development along major roadways.

- We are open to land planning and development concepts new to our area but have been tried successfully in other places.
- Transportation improvement projects that support desired development patterns within the county will be targeted over those that do not. (Recognizing that ready availability of transportation creates demand for land development in adjacent areas).
- Our new and reconstructed roadways will be appropriately designed in context to the character and conditions of the surrounding area, while also accommodating multiple modes of mobility. These modes of mobility are pedestrian, parking, bicycle routes, public transit (if applicable), and vehicular.
- We support the creation of a community-wide pedestrian/bike path network.
- Through traffic calming and other design considerations, we will ensure that excessive vehicular traffic will not harm the peaceful nature of our residential neighborhoods.

Natural and Cultural Resources

- The protection and conservation of our county's cultural and natural resources will play an important role in the decision-making process when making decisions about future growth and development.
- Environmentally sensitive areas, natural resources, archaeological resources, and cultural resources will be protected from residential and commercial encroachment, in particular those locations prone to flooding, by encouraging new development to locate to suitable settings and in a compact design layout. as well as transportation improvement projects, by encouraging new development to locate at suitable settings and in a compact design layout.
- Potential impacts to air and water quality will be factored in when making decisions on approval of developments and transportation improvement projects.
- Low impact development that preserves the natural topography and existing vegetation will be encouraged.
- Infrastructural network system design will be utilized to steer new development away from sensitive natural resources, as well as redirect development pressures away from agricultural areas to conserve farmland and the rural character of the area.
- Ground and surface water sources will be protected so to ensure safe, adequate water supplies.
- We will promote enhanced solid waste reduction and recycling initiatives.

Community Facilities, Services, and Infrastructure

- Our community will make efficient use of existing infrastructure and public facilities to minimize the need for costly new/expanded facilities and services, while also limiting development to those locations that can be adequately served by public infrastructure. Joined with the 3rd below

- In those locations in which existing infrastructure is in good, structural conditions we will encourage infill residential and commercial development, so to minimize cost.
- We will ensure that new development does not cause a decline in existing levels of service for the community's residents and employers, by limiting development to those areas that can be reasonably served by public infrastructure.
- We will ensure that capital improvements needed to accommodate future development are provided concurrent with new development, projects will be concurrent with new development.
- Utilities and services expansion will be phased, so to encourage new development to be contiguous with already present development and/or support development locations identified within this comprehensive plan area.
- The community will make maximum efforts to seek out public investments in infrastructure for new residential, industrial, and commercial development will have a return on investments by growing the county's tax base.
- When able, we will invest in parks and open space to enhance the quality of life for our citizens
- We will work with our local school board, encouraging their decisions in the locating of new schools to those areas where growth is expected to occur, and children, teens, and young adults will be given quality education and the best opportunity to grow.

Social and Economic Development

- We will support programs for retention, expansion and creation of businesses that are a good fit for our county's economy in terms of job skill requirements and linkages to existing businesses.
- We work with Broadband professionals to increase internet availability and faster download and upload speeds.
- When appropriate and feasible, we will incentivize the reuse of currently unoccupied buildings for new businesses.
- We will invest in the recruitment of diversified, modern businesses that are committed to providing attractive, challenging jobs for the 21st-century workforce.
- We will responsibly target reinvestments to declining, existing neighborhoods and vacant or underutilized sites or buildings in preference to new economic development when financially feasible and is in the best economic and social interest of the.
- When considering economic development projects we will contemplate possible impacts to housing, transportation, neighborhood stabilization, infrastructure, and natural resources.
- We will consider the employment needs and skill levels of our existing population in making decisions on proposed economic development projects, so to best serve our current and future residents of the community.

- We will carefully consider both costs and benefits when deciding on proposed economic projects.
- We work with broadband professionals to increase internet availability and faster download and upload speeds.
- We will eliminate substandard or dilapidated housing and neighborhoods in our county.
- Infill housing development in existing neighborhoods will be encouraged.
- Affordable housing options and a mix of housing types will be given so that those who work in the county will have the opportunity to reside close to their places of employment.
- While providing employment opportunities, we will also encourage housing policies and a diversity in housing values where those of low-to-moderate income will be able to afford their own home.
- We support assisted housing throughout the county to diversify neighborhoods and eliminate pockets of poverty.
- We will foster and preserve public health, safety, comfort and welfare, and aid in the harmonious, orderly, and aesthetically pleasing, and socially beneficial development of our county.

Intergovernmental Coordination

- We will seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
- We will work jointly with neighboring jurisdictions on developing solutions for shared regional issues (such as growth management, watershed protection)
- We will pursue joint processes for collaborative planning and decision-making with neighboring jurisdictions
- We will consult other public entities in our area when making decisions that are likely to impact them.
- We will provide input to other public entities in our area when making decisions that are likely to have an impact on our community or our plans for future development.
- We will engage in cooperative planning between the local government and local school board regarding the appropriate location and use of schools as community facilities.

REPORT OF ACCOMPLISHMENTS

The reports of accomplishment show the results of past planning efforts. The status of each work program item can be found here. Since work programs are updated every five years, the items under consideration here are from the period from 2012-2016. The county manager, city managers, and other government officials reviewed the 2012-2016 work programs for their respective governments and noted which projects had been completed. If projects were started but not completed, the “Underway” column was marked and the estimated year of completion was noted. There is no penalty for postponing or dropping a project since this is a planning document and not a binding legal agreement. However, an explanation is required for postponed or dropped projects. For example, a project may not have been accomplished because voters rejected a ballot measure to fund it. Sometimes an item is dropped because it may have been a new initiative or new mandate several years ago, but over time it has become a routine or function of government. Items marked as underway or postponed are carried forward to the work programs in this current plan, *Walker County Joint Comprehensive Plan, 2017-2021*. However, projects noted as “Ongoing,” annual tasks, or policy statements will not be carried forward to the current 2017-2021 work programs unless noted otherwise in the explanation section of the table.



Figure 43: Scenic overlook atop Lookout Mountain

City of Chickamauga Report of Accomplishments

POTENTIAL 2017-2021 REPORT OF ACCOMPLISHMENTS,

City of Chickamauga

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|-------------------------------------|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| Economic Development | | | | | | |
| Depot renovation & Welcome Center. | 2017-2021 | | 2024 | | | |
| Continuation of Streetscape (front & back-alley façade). | 2017-2021 | | 2024 | | | |
| Market old city hall property for “Victorian” hotel development. | 2017-2021 | | | | X | |
| Maintain and revise Service Delivery Strategy as needed. | 2017-2021 | | Ongoing | | | Policy Statement |
| Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities. | 2017-2021 | X | Ongoing | | | Policy Statements |
| Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities. | 2017-2021 | | | | X | Policy statement |

CITY OF CHICKAMAUGA REPORT OF ACCOMPLISHMENTS

POTENTIAL 2017-2021 REPORT OF ACCOMPLISHMENTS,

City of Chickamauga

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|--------------------------------------|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| HOUSING | | | | | | |
| Promote the revitalization of the Mill Villages by adopting design guidelines, or an Urban Redevelopment Plan. | 2017-2021 | | 2025 | | | |
| Promote the revitalization of the Mill Villages by utilizing the Neighborhood Stabilization Program. | 2017-2021 | | 2025 | | | |
| Apply for CDBG funds to revitalize the manufactured housing park areas. | 2017-2021 | | | | X | No longer an Administration priority |
| TRANSPORTATION | | | | | | |
| Decorative Roundabout at Five Points and 341 intersections. Phase one feasibility study. | 2017-2021 | | 2025 | | | |
| Wayfinding Signs, asphalt stencils. | 2017-2021 | | 2022 | | | |
| Gateway Signs – see RSVP Plan. Adding one to two signs per year. | 2017-2021 | | Underway | | | |
| Sidewalks – Simonton Hills. | 2017-2021 | | 2025 | | | |
| Sidewalks--Dogwood Estates. | 2017-2021 | | 2025 | | | |
| Develop and implement a sidewalk plan for both residential and business districts. | 2017-2021 | | 2025 | | | |

CITY OF CHICKAMAUGA REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Chickamauga

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|---------------------------------------|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Stormwater drainage improvement – 10 th Street. | 2017-2021 | | 2027 | | | |
| Dock and walking trail at Lee & Gordon’s Mill. | 2017-2021 | | 2027 | | | |
| Downtown Art Grant. | 2017-2021 | | 2022 | | | |
| Coke Oven Branch litter catch basin. | 2017-2021 | | 2027 | | | |
| Complete historic resources survey – Phase I. | 2017-2021 | | | X | | Not a current Administrative priority |
| Adopt proper ordinances for the protection of community resources (e.g., trees). | 2017-2021 | X | | | | Policy statement |
| Develop a plan for the management of vacant mill village parcels acquired by the City during the flood mitigation project. | 2017-2021 | | 2025 | | | |
| Continue implementation of the stormwater management plan. | 2017-2021 | | 2024 | | | Policy statement |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Catalog codes and ordinances for municode or website accessibility. | 2017-2021 | | 2023, Underway | | | |
| Bathrooms Downtown. | 2017-2021 | X | | | | |
| Bathrooms Helicopter Park. | 2017-2021 | X | | | | |

CITY OF CHICKAMAUGA REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Chickamauga

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---------------------------------------|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Refurbish existing & build new gazebos. | 2017-2021 | X | | | | |
| Dog Park in Mill Village. | 2017-2021 | | 2022 | | | |
| Underground placement of utilities – Phase I. | 2017-2021 | | 2023, Underway | | | |
| Implement a recycling education program. | 2017-2021 | | 2023, Underway | | | |
| Develop a comprehensive recreation plan to include youth, adult, and senior recreation needs. | 2017-2021 | | | X | | Not a current Administration priority |
| Adopt proper ordinances to enforce building codes. | 2017-2021 | | 2022, Underway | | | |
| LAND USE | | | | | | |
| MOU – by a bank (a lot for downtown event space). | 2017-2021 | | | | X | No longer an Administration priority |
| MOU – for continued access to Crawfish Springs. | 2017-2021 | X | | | | |
| Seating for downtown event space. | 2017-2021 | | 2025 | | | |
| Seating for Crawfish Springs. | 2017-2021 | X | | | | |
| INTERGOVERNMENTAL COORDINATION | | | | | | |

| | | | | | | |
|--|-----------|--|------|--|--|--|
| Multi-use trail to the park, last two-mile connection. | 2017-2021 | | 2024 | | | |
|--|-----------|--|------|--|--|--|

CITY OF CHICKAMAGUA REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Chickamauga

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|-------------------------------------|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| INTERGOVERNMENTAL COORDINATION | | | | | | |
| Bikeways and trails feasibility study. | 2017-2021 | | 2024 | | | |
| Maintain and revise Service Delivery Strategy as needed. | 2017-2021 | X | Ongoing | | | Policy statement |
| Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities. | 2017-2021 | X | Ongoing | | | Policy statement |

City of Lafayette REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| ECONOMIC DEVELOPMENT | | | | | | |
| Expand DDA area to add more businesses. | 2017-2021 | | Ongoing | | | |
| Promote the Main Street Program and maintain annual accreditation. | 2017-2021 | X | Ongoing | | | Regained Status, Policy Statement or Goal |
| Promote greenspace creation and management (consider greenway/heritage corridor approach to link parks with historic resources from the Square North along N. Main Street including Fort Cumming). | 2017-2021 | | | X | | Lack of funding / Resource allocation |
| Continue LaFayette DDA’s community awareness program and local preservation advocacy. | 2017-2021 | X | Ongoing | | | Policy Statement |

CITY OF LAFAYETTE COMMUNITY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|---|-----------|---------|--|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| ECONOMIC DEVELOPMENT | | | | | | |
| Work with Walker County Chamber of Commerce to promote heritage tourism. | 2017-2021 | X | | | | |
| Improve LaFayette recognition, branding, and tourism by holding annual Honeybee Festival | 2017-2021 | X | Ongoing | | | Policy Statement |
| HOUSING | | | | | | |
| Encourage infill housing and mixed-use development. | 2017-2021 | X | Ongoing | | | Policy Statement |
| Provide incentives for upstairs living in the downtown business district. | 2017-2021 | | | X | | Exploring funding and best practices options |
| Review and update ordinances to encourage redevelopment of blighted areas, those encouraging infill, redevelopment of brownfields and greyfields. | 2017-2021 | X | | | | |

CITY OF LAFAYETTE COMMUNITY WORK PROGRAM

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| HOUSING | | | | | | |
| Launch Neighborhood Revitalization Initiative to address blighted properties. | 2017-2021 | X | | | | |
| Perform feasibility study of condo/townhome development near golf course. | 2017-2021 | | | X | | A shift in administrative priorities |
| TRANSPORTATION | | | | | | |
| GDOT collaboration to find solution for tractor trailer not using downtown as main route (utilize bypass). | 2017-2021 | | | X | | We’ve discussed with Georgia Department of Transportation (GDOT), Exploring options |
| Pursue Transportation Enhancement funds for additional streetscape phases or other local transportation projects | 2017-2021 | | | X | | Lack of Funding |
| Repaving of Duke Street, Bradley Ave, Oakland, Magnolia, Langley. | 2017-2021 | X | | | | |
| Develop bike trails/lanes. | 2017-2021 | | | X | | Funding was delayed |
| Erect “Gateway Corridor” invitational markers. | 2017-2021 | | | X | | Developing brand |

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Designate downtown LaFayette as a local historic district and adopt design guidelines | 2017-2021 | | | X | | Lack of resources |
| Nominate LaFayette’s historic business district the National Register of Historic Places (NRHP) | 2017-2021 | | | X | | Lack of resources |
| Nominate historic residential areas north and south of the square to the NRHP and designate as local historic district | 2017-2021 | | | X | | Lack of resources |
| Promote public education on Fort Cumming and the Trail of Tears. | 2017-2021 | | | X | | Lack of resources |
| Support opening of Art Gallery in downtown LaFayette | 2017-2021 | | | X | | Lack of resources, Policy statement |
| Implement Stormwater Management Program | 2017-2021 | | | X | | Lack of resources |
| Protect water quantity and quality of Queen City Lake | 2017-2021 | | | | X | Policy statement instead of a work program item |
| Expand boat ramp on Queen City Lake to increase use of lake for recreation and tourism | 2017-2021 | X | | | | |
| Build more tourism on geography such as Pigeon Mountain rock climbing | 2017-2021 | X | | | | Walker Rocks Initiative |

| | | | | | | |
|--|-----------|---|--|--|--|--|
| Erect dock alongside boat ramp on Queen City Lake to increase use of lake for recreation and tourism | 2017-2021 | X | | | | |
|--|-----------|---|--|--|--|--|

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Repairs on Chattooga Academy building | 2017-2021 | | 2022 | | | |
| Develop a stronger partnership with Marsh House to promote tourism | 2017-2021 | | | | X | Policy statement instead of a work program item |
| COMMUNITY FACILITIES | | | | | | |
| Renovate Simmons, Joe Stock, Max Stoker, Lowell Greene, and Municipal Parks. | 2017-2021 | X | | | | |
| New roof on City Hall. | 2017-2021 | X | | | | |
| New roof on community swimming pool pavilion. | 2017-2021 | X | | | | |
| Expand broadband internet speed and services. | 2017-2021 | | 2026, Underway | | | |
| Build Splash Park. | 2017-2021 | | 2022 | | | |
| Replace force main from Shattuck Industrial Blvd. | 2017-2021 | | 2022 | | | |
| Replace Shattuck Industrial Blvd. lift station. | 2017-2021 | | 2022 | | | |
| Replace Spring Creek interceptor and trunk lines. | 2017-2021 | X | | | | |

| | | | | | | |
|---|-----------|---|--|---|--|--|
| Phase II Town Creek interceptor from Rambler Road to Warren Road. | 2017-2021 | | | X | | Funding / A shift in administrative priorities |
| Replace McArthur Street interceptor. | 2017-2021 | | | X | | Funding / A shift in administrative priorities |
| Fire command vehicle. | 2017-2021 | X | | | | |
| Fire, rescue, and haz-mat support equipment. | 2017-2021 | X | | | | |

CITY OF LAFAYETTE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of LaFayette

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|--|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| COMMUNITY FACILITIES | | | | | | |
| New fire vehicle/equipment building. | 2017-2021 | | | X | | Lack of Funding |
| Renovate the Ross Abney Recreation Complex. | 2017-2021 | | | X | | Lack of Funding / Developing plan |
| Finish construction of Presbyterian Memorial Park and maintain lease for public use. | 2017-2021 | X | | | | |
| Street Department vehicles (Bobcat; 1-ton dump trucks; paving machine; backhoe; side-arm tractor; tandems; Gradall excavator). | 2017-2021 | X | | | | |
| Cemetery improvements and Cemetery Department equipment. | 2017-2021 | X | | | | |
| Mausoleum and cremation burial facilities. | 2017-2021 | | | X | | Funding/shift in administrative priorities |

| | | | | | | |
|--|-----------|---|--|---|--|-----------------|
| Maintenance Department equipment (wash rack; heavy equipment lift). | 2017-2021 | X | | | | |
| Replace existing meters with electronic receiver/transmitter (ERT) meters. | 2017-2021 | | | X | | Lack of Funding |
| Sanitation Department equipment (front-end loader; knuckle booms). | 2017-2021 | X | | | | |
| Replace 2-inch galvanized water lines (23.5 miles). | 2017-2021 | | | X | | Lack of Funding |
| Replace water main on Coffman Springs Road (approx. 1.98 miles). | 2017-2021 | X | | | | |
| Automated water meters and meter boxes. | 2017-2021 | | | X | | Lack of Funding |

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| ECONOMIC DEVELOPMENT | | | | | | |
| Identify types of small businesses (restaurants, coffee shops, tailor, spa) that fit with Lookout Mountain’s vision and contribute to the city’s tax base. | 2017-2021 | X | | | | |
| Identify incentives for these types of businesses to locate in Lookout Mountain. | 2017-2021 | | Ongoing | | | Policy Statement |
| Redevelop vacant town center properties. | 2017-2021 | X | 2022, Underway | | | |
| HOUSING | | | | | | |
| Promote the residential image of Lookout Mountain via the city’s website. | 2017-2021 | | Ongoing | | | Policy Statement |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Update ordinances to increase stream buffers and protect steep slopes. | 2017-2021 | | 2022, Underway | | | |
| Develop forward thinking stormwater management plan. | 2017-2021 | | Ongoing | | | Regularly occurring administrative and public work responsibility |

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Landscape the new Memorial Park. | 2017-2021 | | 2022, Underway | | | |
| Create a bouldering park and picnic area. | 2017-2021 | | | | X | Lack of interest and change in priorities. Diverting attention and resources to an interior garden park |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Update the sanitary sewer system pump station. | 2017-2021 | | 2022, Underway | | | |
| Construct phase one of a new town center including a new City Hall, police and fire departments, commercial space, and a new city park. | 2017-2021 | | 2023, Underway | | | City Hall and police and fire department construction has been completed |
| Construct phase two of the town center complex. | 2017-2021 | | 2023, Underway | | | Which is to include commercial space and a new city park |
| Create design guidelines for new commercial and residential development to protect the City’s character. | 2017-2021 | | 2022, Underway | | | Town Center guidelines have been completed but residential guidelines are still in progress |

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Create a city master plan with Carl Vinson Institute. | 2017-2021 | X | | | | |
| Create a new, updated City website. | 2017-2021 | | 2022, Underway | | | |
| Build joint city hall/ fire/ police facility. | 2017-2021 | X | | | | |
| Purchase a new garbage truck. | 2017-2021 | X | | | | |
| LAND USE | | | | | | |
| Review and adopt the updated zoning ordinance prepared by the Northwest Georgia Regional Commission. | 2017-2021 | | 2022, Underway | | | |
| Create and adopt a detailed land use plan to guide future development based on density restrictions created by stormwater and other factors. | 2017-2021 | | Ongoing | | | Regularly occurring administrative responsibility |

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| INTERGOVERNMENTAL COORDINATION | | | | | | |
| Create a draft map for the Lookout Mountain Trails Committee’s bike and pedestrian trail system. | 2017-2021 | X | | | | Carl Vinson Institute of Government and University of Georgia College of Environment and Design created a Chattanooga Urban Trail System (CUTS) plan, which included design guidelines and route suggestions for bike and pedestrian trail system |
| Apply for a Recreational Trails grant to further the Lookout Mountain Trails Committee’s bike and pedestrian trail system. | 2017-2021 | | 2022 | | | Applying for a grant through ARC for a recreational trail/pathway/sidewalk master plan |
| Maintain and revise Service Delivery Strategy as needed. | 2017-2021 | | 2023 | | | |
| Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities. | 2017-2021 | X | | | | |

City of Lookout Mountain REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| ECONOMIC DEVELOPMENT | | | | | | |
| Identify types of small businesses (restaurants, coffee shops, tailor, spa) that fit with Lookout Mountain’s vision and contribute to the city’s tax base. | 2017-2021 | X | | | | |
| Identify incentives for these types of businesses to locate in Lookout Mountain. | 2017-2021 | | Ongoing | | | Policy Statement |
| Redevelop vacant town center properties. | 2017-2021 | X | 2022, Underway | | | |
| HOUSING | | | | | | |
| Promote the residential image of Lookout Mountain via the city’s website. | 2017-2021 | | Ongoing | | | Policy Statement |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Update ordinances to increase stream buffers and protect steep slopes. | 2017-2021 | | 2022, Underway | | | |
| Develop forward thinking stormwater management plan. | 2017-2021 | | Ongoing | | | Regularly occurring administrative and public work responsibility |

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Landscape the new Memorial Park. | 2017-2021 | | 2022, Underway | | | |
| Create a bouldering park and picnic area. | 2017-2021 | | | | X | Lack of interest and change in priorities. Diverting attention and resources to an interior garden park |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Update the sanitary sewer system pump station. | 2017-2021 | | 2022, Underway | | | |
| Construct phase one of a new town center including a new City Hall, police and fire departments, commercial space, and a new city park. | 2017-2021 | | 2023, Underway | | | City Hall construction has been completed |
| Construct phase two of the town center complex. | 2017-2021 | | 2023, Underway | | | Which is to include commercial space and a new city park |
| Create design guidelines for new commercial and residential development to protect the City’s character. | 2017-2021 | | 2022, Underway | | | Town Center guidelines have been completed but residential guidelines are still in progress |

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|--|-----------|----------|--|-----------|---------|--|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Create a city master plan with Carl Vinson Institute. | 2017-2021 | X | | | | |
| Create a new, updated City website. | 2017-2021 | | 2022, Underway | | | |
| Build joint city hall/ fire/ police facility. | 2017-2021 | X | | | | |
| Purchase a new garbage truck. | 2017-2021 | X | | | | |
| LAND USE | | | | | | |
| Review and adopt the updated zoning ordinance prepared by the Northwest Georgia Regional Commission. | 2017-2021 | | 2022, Underway | | | |
| Create and adopt a detailed land use plan to guide future development based on density restrictions created by stormwater and other factors. | 2017-2021 | | Ongoing | | | Regularly occurring administrative responsibility |
| INTERGOVERNMENTAL COORDINATION | | | | | | |
| Create a draft map for the Lookout Mountain Trails Committee’s bike and pedestrian trail system. | 2017-2021 | X | | | | Carl Vinson Institute of Government and University of Georgia College of Environment and Design created a Chattanooga Urban Trail System (CUTS) plan, which included design guidelines and route |

| | | | | | | |
|--|--|--|--|--|--|--|
| | | | | | | suggestions for bike and pedestrian trail system |
|--|--|--|--|--|--|--|

CITY OF LOOKOUT MOUNTAIN REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Lookout Mountain

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|--|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| INTERGOVERNMENTAL COORDINATION | | | | | | |
| Apply for a Recreational Trails grant to further the Lookout Mountain Trails Committee’s bike and pedestrian trail system. | 2017-2021 | | 2022 | | | Rewrite to say: applying for a master plan for a recreational trail. |
| Maintain and revise Service Delivery Strategy as needed. | 2017-2021 | | 2023 | | | |
| Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities. | 2017-2021 | X | | | | |

City of Rossville Report of Accomplishments

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| ECONOMIC DEVELOPMENT | | | | | | |
| Encourage and assist with the redevelopment of the Peerless Mill complex. | 2017-2021 | X | Ongoing | | | Policy Statement, Rossville has successfully advanced the redevelopment efforts through an Urban Redevelopment Plan (URP) and by being recognized as a State of Georgia Rural Zone with the help of Georgia Tech. These plans are being implemented |
| Develop and implement a façade improvement program for downtown. | 2017-2021 | X | | | | Rewrite to say: Develop and implement a façade improvement program for downtown as identified in the Urban Redevelopment Plan |
| Seek an Opportunity Zone designation. | 2017-2021 | | 2023 | | | Rewrite to say: Apply to receive a Federal Opportunity Zone designation. |

| | | | | | | |
|--|-----------|---|--|--|--|--|
| Revise zoning ordinance to allow appropriate residential development in commercial area. | 2017-2021 | X | | | | |
|--|-----------|---|--|--|--|--|

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|--|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| ECONOMIC DEVELOPMENT | | | | | | |
| Work with UGA to prepare a RSVP city Masterplan | 2017-2021 | | 2023 | X | | Rewrite to say: Create a Renaissance Strategic Vision Plan (RSVP) through partnership with Carl Vinson Institute of Government of UGA to |
| HOUSING | | | | | | |
| Review building codes and ordinances for the feasibility of rehabilitation and infill downtown. | 2017-2021 | X | | | | |
| Make variances friendly to builders, such ordinance restrictions | 2017-2021 | X | | | | |

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| HOUSING | | | | | | |
| Apply for CDBG housing rehabilitation grant | 2017-2021 | | 2026 | | | Rewrite to say: Apply and implement Community Development Block Grant (CDBG) housing rehabilitation finances and State of Georgia Department of Community Affairs’ (DCA) Community HOME Investment Program (CHIP) so to encourage more Owner-Occupied Housing |
| Promote rehabilitation of old middle school for senior housing | 2017-2021 | X | Ongoing | | | Policy Statement |
| TRANSPORTATION | | | | | | |
| Pursue GDOT and Chattanooga MPO for funding to extend F.M. Gleason Parkway to Chickamauga Avenue. | 2017-2021 | | | | X | Change in Public Works implementation priorities |
| Reevaluate Streetscape Project - Phase II. | 2017-2021 | X | | | | |

CITY OF ROSSVILLE REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

City of Rossville

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|--|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| TRANSPORTATION | | | | | | |
| Develop and begin implementation of a sidewalk plan for the residential areas. | 2017-2021 | | 2026 | | | Rewrite to say: Continue the development and implementation of a sidewalk plan for the residential areas |
| Investigate feasibility of using city school busses for public transportation. | 2017-2021 | | | X | | Not a current an administrative priority |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Request FEMA to reevaluate flood hazard map | 2017-2021 | | | | X | |
| Resolve ownership of the John Ross House. | 2017-2021 | X | | | | |
| Apply for and participate in the Main Street Program. | 2017-2021 | | | | X | Not a current administrative priority |
| Update documentation of erosion, sedimentation, and stormwater runoff problems. | 2017-2021 | X | | | | |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Apply for CDBG for sewer improvements. | 2017-2021 | | 2024 | | | |
| Renew the City Charter. | 2017-2021 | X | | | | |
| Document sewer trouble spots where repair is needed to meet standards. | 2017-2021 | | 2022 | | | |

| | | | | | | |
|---|-----------|----------|--|-----------|---------|---|
| Research feasibility of using school buses for public transit. | 2017-2021 | | Ongoing | X | | Not a current administrative priority |
| REPORT OF ACCOMPLISHMENTS, 2017-2021 | | | | | | |
| City of Rossville | | | | | | |
| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| INTERGOVERNMENTAL COORDINATION | | | | | | |
| Maintain and revise Service Delivery Street. | 2017-2021 | X | Ongoing | | | Policy Statement, a reaquiring adminstrative function |
| Implement regular meetings of municipalities, County, Board of Education, and other entities as needed to discuss land use, transportation, workforce, and educational opportunities. | 2017-2021 | X | Ongoing | | | Policy Statement, a reaquiring adminstrative function |

Walker county report of accomplishments

| REPORT OF ACCOMPLISHMENTS, 2017-2021 | | | | | | |
|--|-----------|----------|--|-----------|---------|--|
| Walker County | | | | | | |
| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| ECONOMIC DEVELOPMENT | | | | | | |
| In addition to the U.S. Hwy 27 tourism corridor, develop a written comprehensive tourism plan for all of Walker County in addition to the U.S. Hwy 27 Tourism Corridor. Include in the plan mapping, advertising in print, with billboards, websites, TV, radio, etc | 2017-2021 | | | X | | Tourism contributes generously to Walker County, but work items were of higher administrative priority. |
| State Park Lodge or Private Hotel/Conference Center on Lookout Mountain or Pigeon Mountain | 2017-2021 | X | Ongoing | | | Project scope changed since the 2017 Joint Update Plan. Priorities and interest shifted to Private Hotel and Conference Center only. State Park Lodge is no longer an interest. Underway is a 2 nd 18 hole golf course expansion. |
| Actively participate in encouraging utilization and enhancement of the greenways trail system by Including maps of these trail systems on our GIS system and website | 2017-2021 | | Ongoing | | X | Policy Statement, but advancing the use of a greenway trail system is a priority. The County is committed to advancing there efforts in this area. |
| Pursue the possibility of an equestrian center somewhere in Walker County | 2017-2021 | | | | X | Change in administrative priorities. |

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

Walker County

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|--|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| ECONOMIC DEVELOPMENT | | | | | | |
| Pursue redevelopment of the GA Hwy 2 corridor in Walker County, possibly incorporating a frontage road and Wilson Road Interchange. (See new item) | 2017-2021 | | | | X | Change in administrative priorities |
| Industrial Park Development on Hwy 27 and West Reed Road add two local access road points. | 2017-2021 | | | X | | Less priority than other administrative activities, Carried over as a work program item for 2022 Joint Comprehensive Plan |
| Incorporate a new business license program for the unincorporated area of Walker County | 2017-2021 | X | | | | |
| Install a new electronic sign at the Walker County Civic Center to better inform the public of special events at the Civic Center. | 2017-2021 | | | X | | A lack of funding and resources. |
| HOUSING | | | | | | |
| Update and develop ordinances to manage growth – including incentives to attract unique housing developments and allow for alternative housing design | 2017-2021 | X | 2026 | | | Updating ordinances is an ongoing process, but incentives are not needed. This item has been added to the 2022 Joint Comprehensive Plan Work Program Table under the category of Land use. |

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

Walker County

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| TRANSPORTATION | | | | | | |
| Wilson Road commercial corridor connection to I-24. | 2017-2021 | | | | X | Not an administrative priority |
| Walker industrial park phase two access road. | 2017-2021 | | 2024 | | | |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Find an appropriate location for an Indian Artifacts Museum and take steps toward opening this type of facility. | 2017-2021 | | | | X | Administrative focus shifted toward a cultural museum and heritage park |
| Publish map of countywide parks and recreation resources on the website and in print. | 2017-2021 | X | | | | |
| Rock Spring – Utilize the Stormwater Management Study to develop a Community Plan, including wetland Protection Project with community park/educational area. | 2017-2021 | | | | X | Change in administrative priorities. New efforts include stream impairment studies in addition to Stormwater Management |
| Explore the Opportunity for an Overlay District in McLemore Cove Area | 2017-2021 | | | | X | Change in administrative priorities |
| Find ways to improve the county recycling program and environmental education in an effort to support the state’s goal of 25% reduction to our landfills. | 2017-2021 | | 2025 | | | |

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

Walker County

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| NATURAL AND CULTURAL RESOURCES | | | | | | |
| Durham Trail | 2017-2021 | | | | X | Non-financial priority at this time |
| Dougherty House National Register designation and renovation | 2017-2021 | | | X | | An administrative interest but was not an immediate priority. Work program item carried over to 2022 Comprehensive Plan Work Program Table. |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Add additional information to qpublic.com (www.walkerassessors.com) as it becomes available, example flood maps, zoning updates, storm drainage structures, updated aerial photography, etc. | 2017-2021 | X | 2026 | | | Policy Statement. Continued priority of Walker County Government, but is a requiring adminstritive function |
| Annually review fees to ensure that the Planning & Development Office (including the Stormwater Program) and Inspections and Enforcement Offices are self-supporting services provided to the citizens. | 2017-2021 | | 2026 | | | Policy Statement. Continued priority of Walker County Government, but is a requiring adminstritive function |
| Armuchee Valley Water Project | 2017-2021 | | Ongoing | | X | Project scope has changed. The project is now referred to as the McClemore Water Project |

| | | | | | | |
|---|-----------|--|------|--|--|------------------|
| Evaluate other areas of the County to determine future sewer needs. Include in the next SPLOST. | 2017-2021 | | 2026 | | | Policy Statement |
|---|-----------|--|------|--|--|------------------|

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

REPORT OF ACCOMPLISHMENTS, 2017-2021

Walker County

| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
|---|-----------|----------|--|-----------|---------|---|
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| COMMUNITY FACILITIES AND SERVICES | | | | | | |
| Explore options for expanding the Civic Center Facilities and parking, and possibilities for the school system since their new property joins the Civic Center Property | 2017-2021 | | 2026 | | | |
| Civic Center expansion | 2017-2021 | x | 2026 | | | Since the previous comprehensive plan, Walker County has made numerous improvements to the Civic Center. Being that the Civic Center not only a building but a campus, there are additional improvements to be made |
| Redevelop the Kensington Industrial Park | 2017-2021 | | | | | |
| Local access road in Walker County Industrial Park | 2017-2021 | | | X | | Carried over as a work program item for 2022 Comprehensive Plan under Economic Development |
| LAND USE | | | | | | |
| Amend relevant ordinances to include and address “tiny houses | 2017-2021 | X | | | | |

| INTERGOVERNMENTAL COORDINATION | | | | | | |
|---|-----------|--|------|--|--|--|
| Maintain and revise Service Delivery Strategy as needed | 2017-2021 | | 2026 | | | |

WALKER COUNTY REPORT OF ACCOMPLISHMENTS

| REPORT OF ACCOMPLISHMENTS, 2017-2021 | | | | | | |
|---|-----------|----------|--|-----------|---------|-------------------------------------|
| Walker County | | | | | | |
| WORK PROGRAM ACTIVITY | YEAR | | STATUS | | | Explanation if postponed or dropped |
| | | Complete | Underway; Projected Completion Date | Postponed | Dropped | |
| INTERGOVERNMENTAL COORDINATION | | | | | | |
| Implement regular meetings of municipalities, County, the Board of Education, and other entities as needed to discuss land use, transportation, workforce and educational opportunities | 2017-2021 | | Ongoing | | | Policy Statement |

would have been more representative of the population of Walker County and the municipalities of Chickamauga, LaFayette, Lookout Mountain, and Rossville, the survey does represent a range of current public opinion from a variety of ages.

The open-ended question, question 15, served multiple purposes. As each residents' opinion is important, the question allows all participants to bring attention to details that may be absent from the rest of the survey. The comments provided also highlights themes shared among participants and provide additional feedback. These themes establish a tone based on the number of occurrences shared by participants. Some of these common themes are as below:

1. Worries over youth not having enough activities and leaving the are once of age to do so
2. Blight associated with certain buildings and the reuse of abandoned buildings
3. The need for an assisted living facility
4. Locating a nice sit-down restraint locally
5. Increase in internet speeds
6. Establishing more parks
7. Alcohol sales

Strengths

The Steering Committee from each community is aware that the small-town atmosphere is an important part of their community; as they identified a number of strengths that often are associated with the small-town atmosphere: scenic beauty, natural and cultural resources, local character, and community support. When survey participants were asked to list strengths in survey question 11, the most popular answer was the small-town atmosphere at 70.9% emphasizes this as a strength. Small-town atmosphere is not a category that may be quantified but is perceived; often, the small-town atmosphere is associated with safe communities, picturesque historic downtowns, and natural beauty. 46.4% of survey respondents listed their communities being safe, with great police and fire departments, as being a strength. 40.6% of survey participants listed natural and cultural resources as a strength. 30.8% of respondents answered historic downtowns as a strength.

Another strength identified that is an important component to Walker County and local municipalities is its proximity to Chattanooga. 57.7% of survey takers expressed being near Chattanooga as a strength. Proximity to Chattanooga's benefit is it serves as both an employment and entertainment hub for residents. Both the cities of Lookout Mountain and Rossville municipal boundary abuts Hamilton County Tennessee to the north, of which Chattanooga is the county seat. The potential threat that exists is future population growth could result in urban/suburban sprawl into Walker County and local communities. This growth could serve as a threat to the small-town atmosphere shared among current residents.

Historic neighborhoods
 Undeveloped land for growth
 Local leadership
 I-75
 Police and Fire departments
 Educational system
 Small-town
 Historic downtowns
 Recreational activities
 Adequate infrastructure
 Skilled workforce

Chattanooga

Natural and Cultural resources

Police and Fire departments

Educational system Small-town

Historic downtowns Recreational activities

Adequate infrastructure Skilled workforce

Survey Question 11: What do you fee are the greatest strengths of your community?

Weaknesses and Threats

For weaknesses and threats, the Steering Committee and survey participants shared serval common concerns, but not all concerns identified by both groups correspond. The Steering Committee from each community provided some responses in what they consider as weaknesses and threats through the SWOT analysis. Weaknesses included limited retail and restaurants options, a lack of lodging, a lack of housing diversity, aging housing stock, and a lack of county-wide broadband. Common threats included aging housing stock and also aging infrastructure and limited facilities capabilities. In particular, water and sewer infrastructure is of concern. In comparison, the most common concerns shared among survey participates were the lack of local stores and restaurants, 56%; blighted/unkempt properties, 54.7%; a lack of career opportunities, 52.7%; a lack of entertainment for all ages, 51.9%; inadequate infrastructure to meet new growth, 37.2%; not enough major retail stores, 33.3; and youth leaving and not returning, 31.1%.

The common concerns shared by both groups are those involving available housing stock, blighted/unkempt properties, housing diversity, and infrastructure. In each community there are areas in which the housing stock is older; these areas may be neighborhoods once associated with certain mill industries. These older houses are often smaller in size, compared to new single family residential housing, and can be considered affordable housing for some residents. Over the years these houses have become derelict and are blighted in appearance. Addressing these housing concerns will be important for these communities going forth to meet current and future residents' needs.

Aging sewer infrastructure is an additional concern shared. Portions of these communities' sewer and water infrastructure, like much of other American communities, infrastructure is coming to the end of its

life cycle. These infrastructural needs should be addressed to meet future industry, commercial, and residential needs. Identifying funds to help lighten the financial burden for each community will be vital; both the Steering Committee and the community as a whole recognizing this need collectively will increase the probability of success in achieving such a goal.

| Housing Type | Percent |
|---|---------|
| Traditional, Owner-Occupied Housing | 75.90% |
| More housing catering to the needs of retirees and/or seniors | 35.70% |
| Assisted Living/Long Term Care facilities | 20.90% |
| Workforce Housing | 13.70% |
| High-end housing developments | 16.70% |
| More Mixed-use/Retail Residential housing | 27.90% |
| More Renter Housing options | 21.10% |
| More apartments | 10.00% |

Figure 37



Survey Question 11: What do you feel are the greatest threat to your Community?

ECONOMIC DEVELOPMENT

| ID | The need or opportunity is to.... |
|------|--|
| ED-1 | Need to attract small business investment especially within downtown areas where space is restricted and the opportunity for infill development exists |
| ED-2 | Opportunity to foster diversity in job and career opportunities to build a stronger more resilient local and regional economy |
| ED-3 | Need to attract commercial retail businesses and restaurants of both independent and corporate varieties to attract local citizens to shop in Walker County |
| ED-4 | Opportunity to revitalize the downtown area to promote local business growth and create, re-establish, or re-brand a community's character and sense of place in the region and state |
| ED-5 | Need to promote the opportunities to redevelop blighted commercial areas (especially vacant industrial facilities) to revive community centers and career opportunities for citizens impacted by the closing of said industry. |
| ED-6 | Opportunity to expand existing fiber-optic infrastructure to increase broadband connectivity primarily for residential applications |
| ED-7 | Need to attract a diversity of age groups |
| ED-8 | Need to incentivize economic development through retention of existing employers and businesses and industries |
| ED-9 | Need for additional industrial land, inappropriate locations, with supporting infrastructure/ utilities to meet the demand of the growing economy |

LAND USE

| ID | The need or opportunity is to.... |
|------|--|
| LU-1 | Need for better control of residential and commercial growth (NEED) |
| LU-2 | Opportunity for residential growth due to an abundance of undeveloped land |
| LU-3 | Opportunity regarding availability for expansion of the industrial park |
| LU-4 | Need to focus residential growth around cities capable of effectively serving a higher density |
| LU-5 | Need to update and re-adopt outdated zoning ordinance |
| LU-6 | Need to protect and preserve the character of historic and unique features, buildings, and structures |

COMMUNITY FACILITIES AND SERVICES

| ID | The need or opportunity is to.... |
|-------|--|
| CF-1 | Need to repair/replace the aging water, sewer, and natural gas infrastructure; planned expansion of services |
| CF-2 | Need to improve road and pedestrian infrastructure for safety and walkability |
| CF-3 | Need to improve emergency notifications and upgrade emergency services |
| CF-4 | Need to reduce drug use and criminal activities especially near state borders where jurisdictions |
| CF-5 | Need to improve services for the increasing aging population |
| CF-6 | Need to improve public transportation to reduce traffic congestion and offer alternative transportation for the community's workforce |
| CF-7 | Need to increase long term planning efforts to be better prepared for future growth or distress |
| CF-8 | Opportunity to utilize available technology to enhance communication with and to provide information to the public, businesses, other local governments, and organizations |
| CF-9 | Need for repairs and expansion of public structures, parks, and civic spaces that are aging possibly neglected due to budget restrictions during the recession |
| CF-10 | Need to improve stormwater management to mitigate changing development patterns and meet all current and future requirements |
| CF-11 | Need to increase access to recycling, litter reduction, and solid waste management options to both reduce the volume of solid waste disposal and protect scenic and wilderness areas |

HOUSING

| ID | The need or opportunity is to.... |
|-----|---|
| H-1 | Need to promote redevelopment or removal of blighted residential areas especially near historical, commercial, or otherwise scenic areas to improve the community's curb appeal |
| H-2 | Need to Promote affordable "stick-built" owner-occupied housing to create an environment consisting of a safer, more stable, and well-maintained housing stock |
| H-3 | Opportunity to promote, preserve and expand the range of housing stock to meet changing needs and allow alternative housing design, infill, and mixed-use where appropriate |

NATURAL AND CULTURAL RESOURCES

| ID | The need or opportunity is to.... |
|------|---|
| NR-1 | Opportunity to increase tourism-based economy regarding history, agriculture, and nature |
| NR-2 | Opportunity to create or expand recreational trails for hiking, biking, and other outdoor recreation |
| NR-3 | Need to protect and preserve natural, cultural, and environmental features at a local and county-wide scale |

TRANSPORTATION

| ID | The need or opportunity is to.... |
|-----|---|
| T-1 | Need to increase intermodal transportation options and connections to accommodate a range of transportation needs |
| T-2 | Need to improve design and function of streets and corridors in downtown, residential, and gateway areas |
| T-3 | Opportunity to participate in regional transportation planning and implementation (CHCNGA TPO, THRIVE2055, other) |
| T-4 | Need to improve freight flows and mitigate identified commercial/industrial transportation needs |

INTERGOVERNMENTAL COORDINATION

| ID | The need or opportunity is to.... |
|------|---|
| IG-1 | Need to coordinate service delivery between Cities and County |
| IG-2 | Need for greater coordination of planning between municipalities and the county, and with regional, state, and federal agencies, in land use, transportation, environment, infrastructure, and economic development (NWGRC, CHCNGA TPO, THRIVE2055, GA EPD, FEMA, among others) |

PAST, PRESENT, AND FUTURE LAND USE

Environmental Planning Criteria

The State of Georgia, as a part of the comprehensive planning process, encourages local governments to incorporate protections for natural resources in their local plans. Preserving natural resources is an interest of the state of Georgia, as it reflects the State's desire for both healthy and economically vibrant communities. Georgia Department of Natural Resources (DNR) provides best management practices along with an Environmental Planning Criteria, Chapter 391-3-16. The criterion given is for the protection of Environmentally Sensitive Areas in five different categories: Groundwater Recharge Areas, Wetlands, Protected Rivers, Protected mountains, and Water Supply Watersheds.

Of these five categories, Walker County only contains Groundwater Recharge Areas for protection. Walker County, much like the surrounding Counties, has a higher-than-average susceptibility to human-introduced pollution infiltrating an aquifer. Shale rock parent material, such as limestone and sandstone, along hilltops of the Valley and Ridge area of Northwest Georgia, allow for greater infiltration in areas of groundwater recharge (see maps).

There is no protected river present in Walker County. Protected rivers are those perennial rivers and streams with an average annual flow of at least 400 cubic feet per second. Though there are no protected rivers within Walker County, there are rivers and streams listed as impaired for supporting aquatic life by the state of Georgia, EPD 303-305 list. Providing protections, such as riparian buffer requirements, help eliminate erosion and sedimentation derogating local waterbodies.

There are also no Protected Mountains within Walker County. Protected Mountains are those 2,200 feet or more above main sea level and have a percentage slope of 25 percent or greater for at least 500 feet horizontally, and shall include the crests, summits, and ridge tops at a higher elevation. Walker County elevations are lesser than that of the 2,200 feet requirement according to USGS, but it does have slopes of 25 percent or greater, mostly in the Lookout Mountain area near the Tennessee border.

Wetlands are protected under Section 404 of the Clean Water Act. There are only a limited number of wetlands within Walker County, most of which are riverine wetlands located adjacent to streams and rivers. Both steeper slopes and more porous soil types (those of shale rock parent material) limit the potential for any other wetland types.

Walker County Environmental Planning Criteria Water Recharge



Local governments, United States Census Bureau, Atlanta Regional Commission | Maps.com, National Atlas of the United States | Esri, CGIAR, USGS

Figure 38

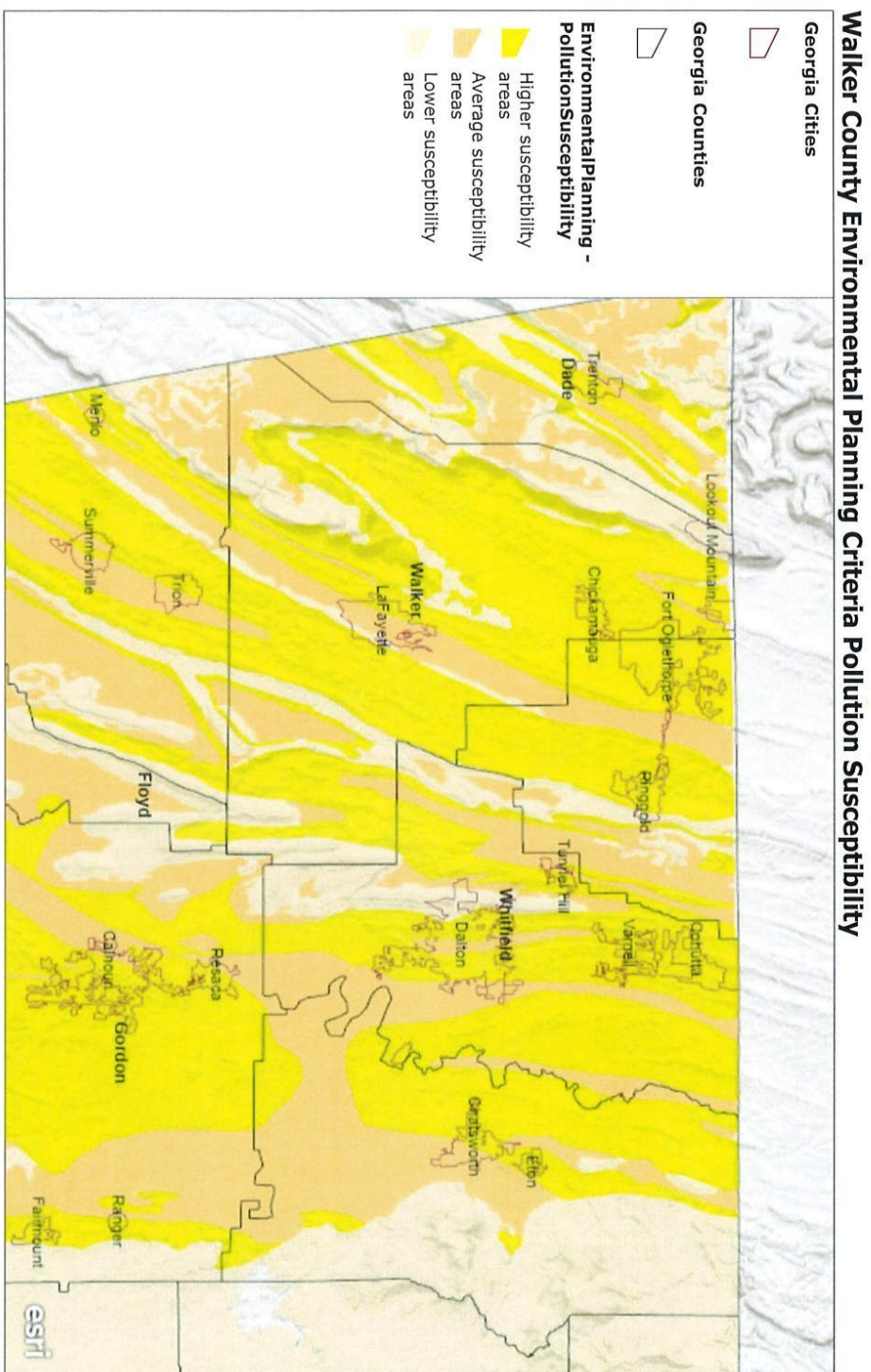
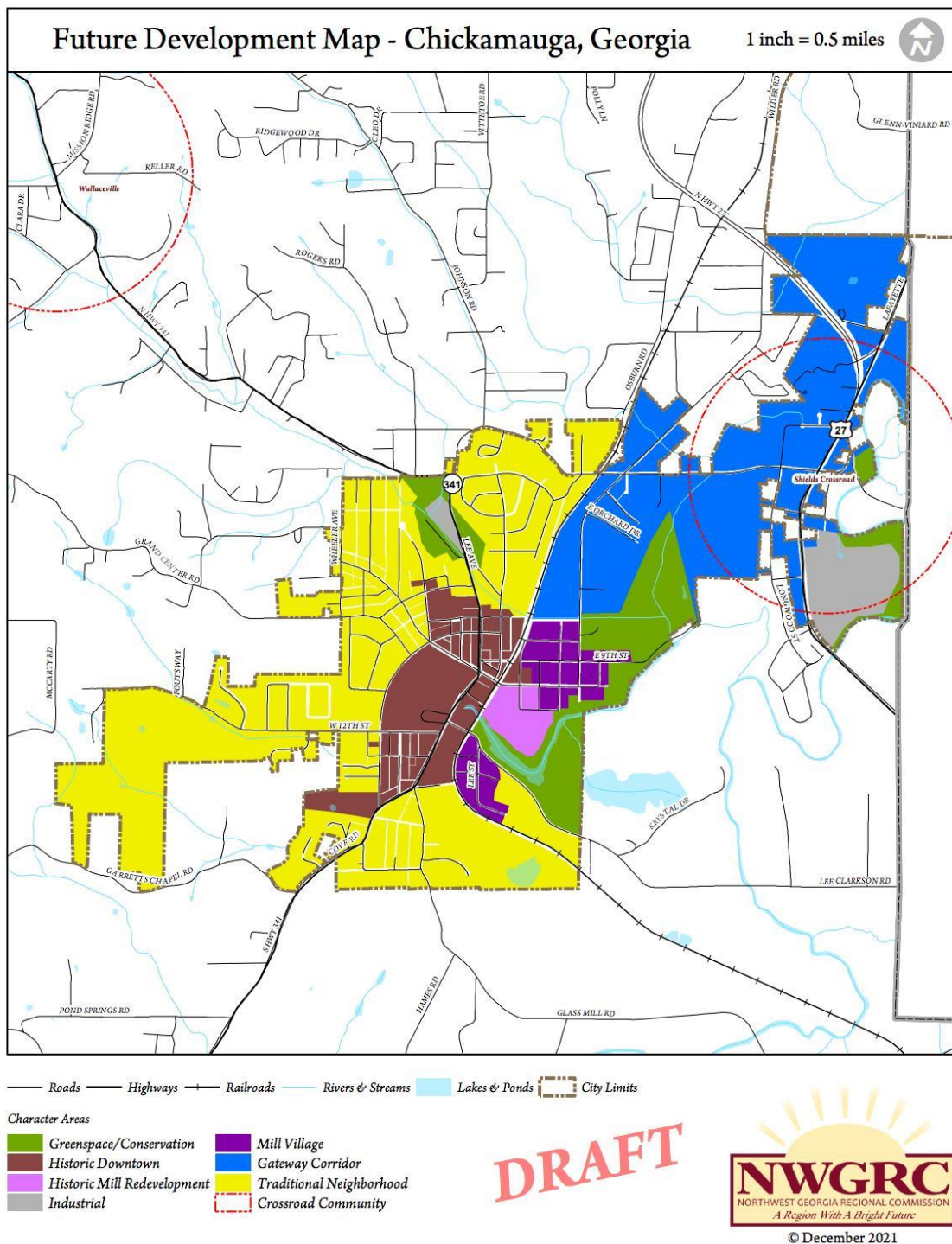


Figure 39

Future Development Maps

The Future Development Maps for the City of Chickamauga, LaFayette, Lookout Mountain, Rossville, and Walker County are provided below on pages 99 to 103 as figures (appendix to be added). For Detailed maps please appendix. Maps within the appendix shows all character areas for each community; these maps are indexed to allow for viewing at a more detailed, zoomed in scale.



Grid

This is a product of the Northwest Georgia Regional Commission Geographic Information System Services, 503 West Waugh Street, Dalton, Georgia 30720, (706) 272-2300, www.nwgrc.org. This map is a representation of features displayed and does not constitute a legal representation of any one feature. This product may not be used or reproduced without the NWGRC logo, name and disclaimer being displayed.

Page

Figure 40

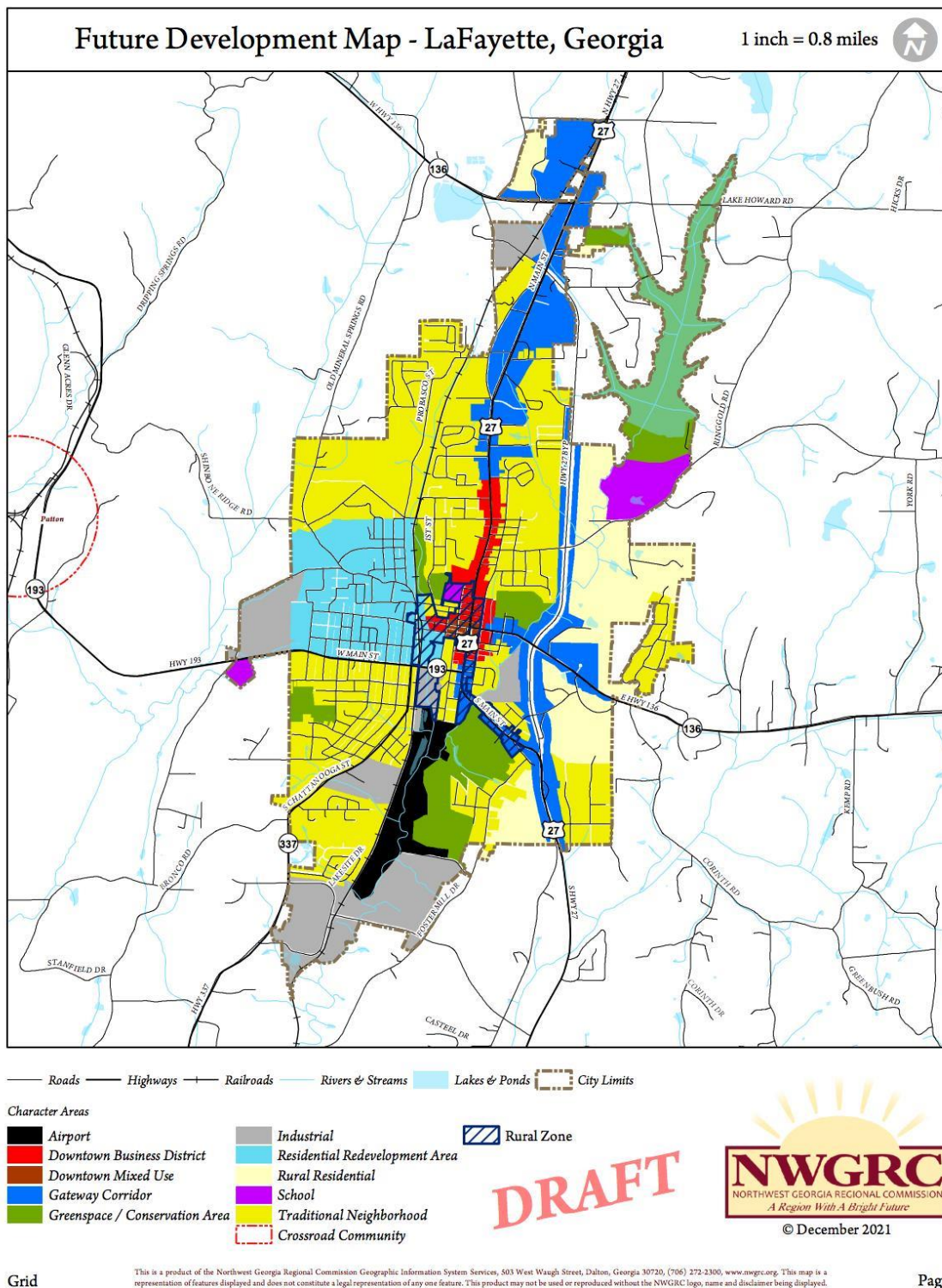


Figure 41

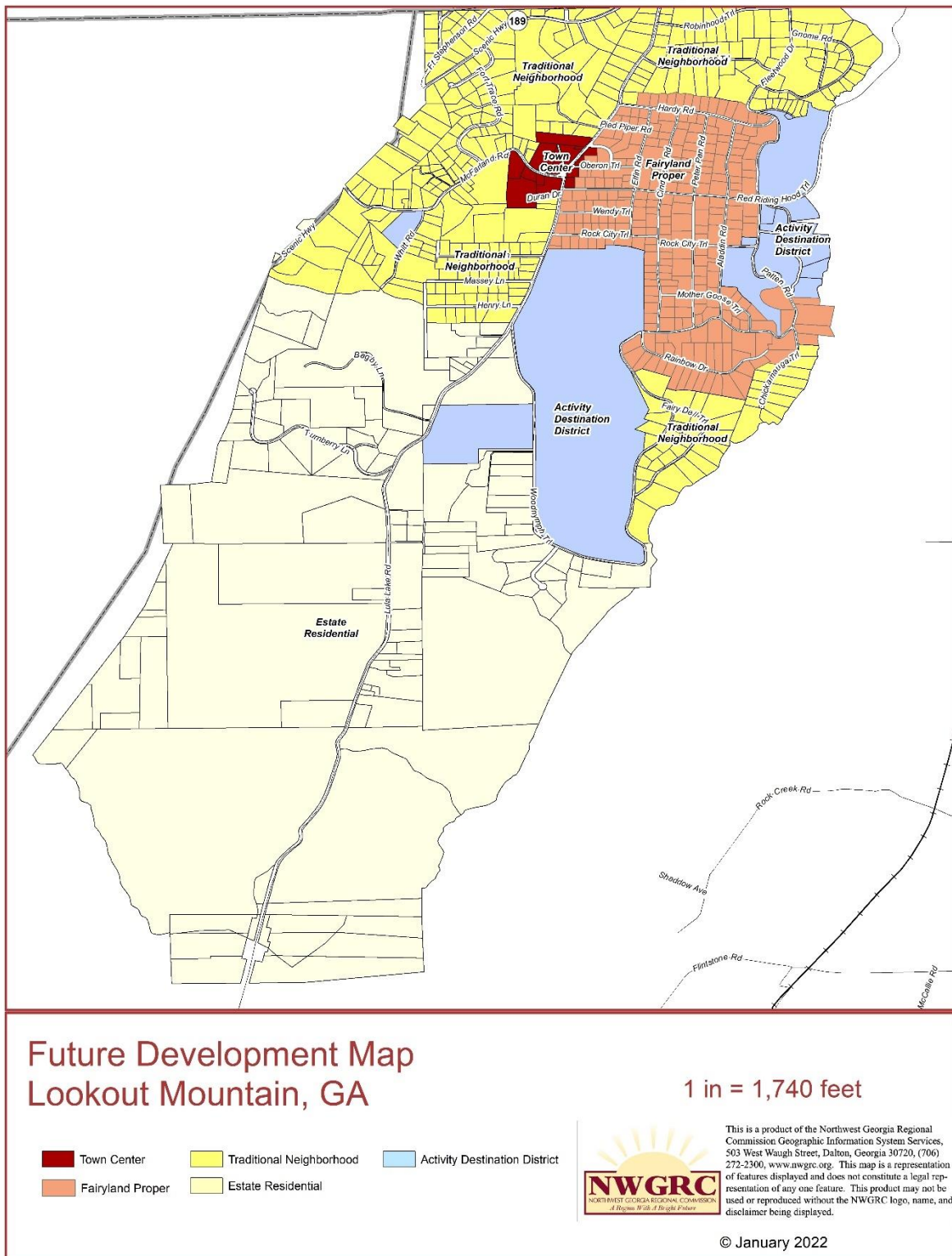


Figure 42

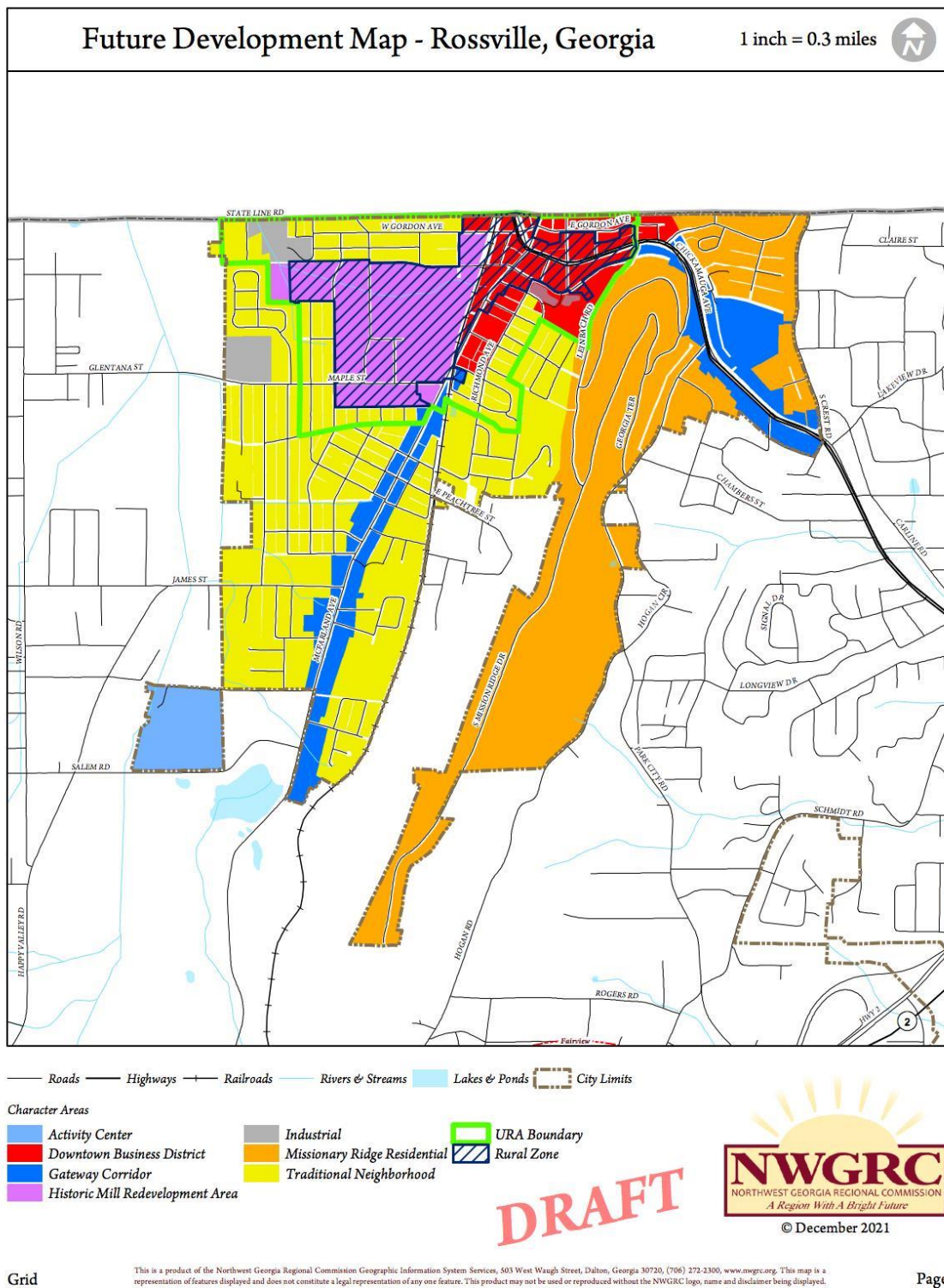


Figure 43

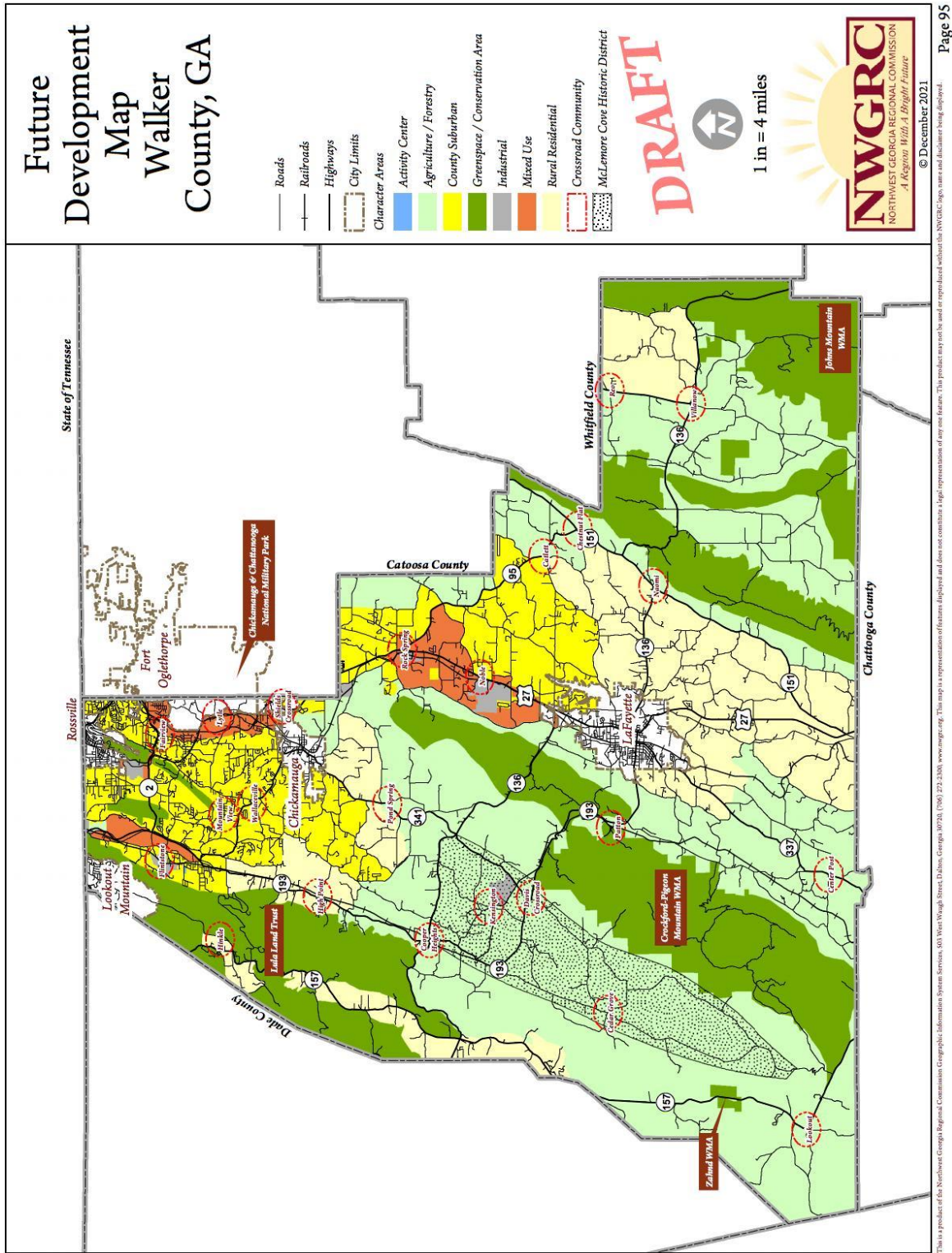


Figure 44

Character Areas

Mapping the Future

Included within the Land Use Element is a Future Development Map describing current and expected future development patterns within each municipality. The Future Development Map uses “Character Areas” to describe each communities development pattern as they envisioned it to be in the future. These character areas combine both development pattern form and land use function to identify the unique features of an area. As described in the Georgia Department of Community Affairs’s *Discovering and Planning Your Community Character Guidebook*, each area is identifiable based on development intensity and patterns, street design and layout, location, the extent of civic buildings and public spaces, and the location of natural features. Character areas describe the unique traits of the area, where the future development map is the visual representation of all these individual areas as a whole. This visual representation allows decision-makers to be consistent in advancing commercial, industrial, residential growth while also promoting recreational opportunities and preserving the rural and agricultural lands.

The Future Development Map can be consulted to advise officials in appropriate zoning decisions that are consistent with the character of the area as identified by the public. The Future Development Map and accompanying character area descriptions are less specific than the description and permissible uses identified by zoning regulations. Though zoning designation is identified by the district, zoning is still prescribed on a parcel-by-parcel basis. Character areas are also identified by district, but they describe the desired development type and theme of a location.

Agricultural/Forestry: Walker County

Description: Sparsely settled open areas containing farms, woods, and cultivation.

Suggested Development Strategy:

1. Limit new development
2. Protect farmland and open space
3. Promote use of conservation easements by landowners
4. Limit the number of residential subdivisions, requiring cluster or conservation subdivision design
5. Restrict commercial and residential development
6. Promote these areas for passive-use tourism/recreation
7. Widen roadways only when absolutely necessary
8. Carefully design roadway alterations to minimize visual impacts
9. Preserve agricultural lands for the next generation of farmers
10. Resurface and repair roads when and where necessary.

Land uses:

- Agriculture/Forestry
- Residential
- Parks/Recreation/Conservation

Key Word Objectives: Conservation, Agriculture, Forestry, Low-density development, Conservation subdivision, Trails, Open space preservation, Environmental protections, Sense of place

Greenspace/Conservation: Chickamauga, LaFayette, Rossville, Walker County

Description: These are undeveloped or sparsely developed lands more suitable for environmental protections, e.g. scenic views, steep slopes where development unsustainable, floodplains, wetlands, and wildlife management areas. Example locations within Walker County are Crockford-Pigeon Mountain Wildlife Management Areas, Johns Mountain Wildlife Management Area, Lula Land Trust, and Zahnd Wildlife Management Area.

Suggested Development Strategy:

1. Promote passive-use tourism and recreational activities, e.g. hiking, biking, hunting, and fishing.
2. Invest in infrastructure that promotes recreational activities in hiking, biking, hunting, and fishing.
3. When appropriate, apply for and promote the purchasing of conservation easements.
4. Public investments in new park creation.
5. Public investments in park *maintenance*.

Land uses:

- Parks/Recreation/Conservation

Key Word Objectives: *Recreational activities, Open space preservation, Regional cooperation, private investments, Park creation, Park maintenance*

McLemore Cove Historic District (Overlay): Walker County

Description as given on the National Register Registration Form of 7/24/94; 'the McLemore Cove Historic District is significant as a geographically well-defined rural area reflecting the patterns of agricultural and rural development in Northwest Georgia for more than a century'... It is important to note, National Register listing does little to protect the pastoral and agricultural character of a rural historic landscape or the qualities, characteristics, of features that contribute to its eligibility.

Threats to historic integrity:

1. Changes in land use or management practices that alter vegetation, changes the size or shape of fields, erase boundary demarcations, or flatten the contours of the land;
2. Abandonment, realignment, widening, or resurfacing of historic roadways;
3. Introductions of non-historic land uses as quarries, open-pit mining, tree farms, sanitary landfill, recreational areas, public utilities, and subdivision for residential, commercial, or industrial development;
4. Deterioration, abandonment, relocation, demolition, or substantial alteration of historic buildings and structures.
5. Construction of traditional subdivisions
6. Loss of boundary demarcation, and small-scale landscape features; and disturbance of archaeological sites.

Strategies for protection:

1. Consider new McLemore Cove Historic Overlay District with Associated land development regulations.
2. Provide incentives for use of Conservation Subdivision design.
3. Coordinate Water and Sewer with Mountain Cove State Park and Resort.
4. Place public investments into tourism promotion of the nearby Mountain Cove State Park and Resort, Pigeon Mountain Wildlife Reserve, Cloudland Canyon State Park Area as the Rural and Pastoral landscape of the cove is a large portion of these locations' identity.
5. Promote conservation easements.

Land uses:

- Agriculture/Forestry
- Residential
- Parks/Recreation/Conservation
- Commercial
- Public/Institutional

Key Word Objectives: National Register of Historic Places, Agriculture, Forestry, Conservation, Parks, Mountain Cove State Park and Resort, Tourism, Pigeon Mountain Wildlife Reserve, Conservation subdivision, Trails, Open space preservation, Incentives, Conservation easements and covenants

Crossroads Community: Chickamauga, LaFayette, Rossville, Walker County

Description: Rural unincorporated historic communities located at the intersection of main thoroughfares. Crossroad Communities contains a mixture of uses, such as single family residential and commercial, but public/institution activities, such as a fire department. These locations are typically automobile focused, lacking infrastructure needed for pedestrian mobility. Commercial retail in these locations often provides household goods and groceries. Other activities often include local retail services

Suggested Development Strategy:

1. Provide incentives or revise local development regulations for beautification, landscaping, and signage.
2. Provide needed infrastructure to support additional commercial activities and residential development at the Crossroads Community, preventing fragmenting the surrounding rural landscape. Infrastructure improvements may include high speed internet, water and sewerage, and sidewalks.
3. Encourage small retail establishments over big box stores.
4. Permit conservation subdivision designs that protect nearby open space.
5. Whenever possible, connect to regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.

Land uses:

- Commercial
- Residential
- Public/Institutional

Key Word Objectives: Main thoroughfares intersections, Local retail commercial, Residential, Cluster or conservation subdivision, New infrastructure, improved infrastructure, pedestrian friendly, Sense of place, Trails.

Rural Residential: Chickamauga, LaFayette, Lookout Mountain, Rossville, Walker County

Description: A rural, mostly undeveloped lands consisting of large lots, open space, pastoral views, low pedestrian orientation, and a high degree of residential building separation. Residential building separation is greater than what exist in County Suburban Charter area. These locations may face development pressure for lower density subdivisions of one unit per one+ acres. Agricultural and forestry operations are more likely to be found dispersed among large lot residential property.

Suggested Development Strategy:

1. Permit and allow variances for conservation subdivisions designed to incorporate large amount of open space.
2. Allow limited commercial activities.
3. Preserve rural features and limit residential development to lot sizes of 1 to 5 acres (often designated as Residential-Agricultural or Agricultural Zoning Districts).
4. Whenever possible, connect to regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.
5. Limit the rate of water and sewer infrastructure expansion in a practical, responsible matter.
6. Resurface and repair roads when needed.

Land uses:

- Residential
- Agriculture/Forestry
- Parks/Recreation/Conservation

Key Word Objectives: Conservation, Agriculture, Forestry, Single family residential, Low-density development, Conservation subdivision, Trails

County Suburban: Walker County

Description: Location of predominately Post- WWII residential single family housing within subdivided parcels of large amounts of open space. County suburban housing is often found in proximity of public water. These locations are characterized by low pedestrian mobility, little or no transit, a high amount of open space, and a high to moderate degree of residential building separation. Smaller retail establishments may be found in these locations also. Public institutional uses may be found at these locations in the form of fire departments, public school, recreational facilities, and ect.

Suggested Development Strategy:

1. Provide only limited planned expansion of water and sewer infrastructure so to control the rate of growth.
2. Wherever possible, connect to regional network of greenspace and trails made available to pedestrians, bicyclists, and other non-vehicular means of transportation.
3. Encourage compatible architecture styles that maintain the desired, local character, and do not include “franchise” or “corporate” architecture.
4. Discourage tourist-based industries
5. Permit conservation subdivisions, accessory housing units, and well-designed multifamily residences to increase neighborhood density versus traditional suburban development
6. Add traffic calming improvements, sidewalks, street trees, and increased street interconnection to improve walkability and slow traffic within existing neighborhood.

Land uses:

- Single family residential
- Commercial
- Parks/Recreation/Conservation
- Public/Institutional

Key Word Objectives: Post- WWII housing, Subdivision, Building separation, Limited commercial, Public Water, Open space, Recreation, Conservation, Traditional neighborhood, Sense of place, Alternative multimodal transportation, regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection

Missionary Ridge Residential: Rossville

Description: This character area consists of mostly newer houses built on Missionary Ridge, overlooking the traditional neighborhood area in the valley. It is relatively well-maintained housing, with a distinct identity through architectural style, large lots, street design, and view of the valley and mountains. It is characterized by a high rate of homeownership; but, it is also less walkable than the traditional residential character area.

Suggested Development Strategy:

1. Vacant lots are an opportunity for infill development of new, architectural compatible housing.
2. Improve existing water and sewer availability
3. Encourage homeownership over rental property

Land uses:

- Residential

Key Word Objectives: Infill development, Residential development

Estate Residential: Lookout Mountain

Description: Rural, undeveloped land likely to face development pressures for lower density (one unit per two+ acres) residential development. Typically, this district will have larger lots, open space, scenic views, and a high degree of building separation. Alternatively, conservation subdivisions constructed in this district should preserve rural, scenic views and natural resources.

Suggested Development Strategy:

1. Permit clustered conservation subdivisions with minimal environmental impact and the preservation of existing natural resources. Where needed, certain landscaping features, such as planted trees, will be included to reduce the impact of stormwater flow.
2. Site plans, building design, and landscaping are to be sensitive to the surrounding environment and the natural features of the site including the topography, vegetation, and views.
3. The preservation of open space and native vegetation is highly encouraged.
4. Expand local trails to connect with a regional network, providing pedestrians and bicyclists recreational opportunities while providing natural resource protections.
5. Consider design variances for conservation subdivision.

Land uses:

- Single family residential

Key Word Objectives: Traditional neighborhood, Rural cluster development, Conservation subdivision, Open space preservation, Conservation, Environmental protection, Natural resources

Traditional Neighborhood: Chickamauga, LaFayette, and Rossville

Description: A neighborhood of well-maintained houses, possess a distinct identity through architectural style, lot, and street design, and has a higher rate of home-ownership. It is characterized by a high degree of pedestrian orientation, sidewalks, street trees, and street furniture (where appropriate). All new development should be constructed at the neighborhood scale and in compliance with established zoning and procedure

Suggested Development Strategy:

1. Focus on reinforcing stability by encouraging more homeownership and maintenance or upgrade of existing properties.
2. There should be good vehicular and pedestrian/bike connections to the Town Center.
3. Wherever possible, connect to a regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.
4. Encourage compatible architecture styles that maintain the desired, local character, and do not include “franchise” or “corporate” architecture.
5. Discourage tourist-based industries
6. Permit accessory housing units, or new well-designed, similarly scaled infill multifamily residences to increase neighborhood density and income diversity.
7. Add traffic calming improvements, sidewalks, street trees, and increased street interconnection to improve walkability and slow traffic within the existing neighborhood.
8. Promote street design that fosters traffic calming where possible and needed.

Land uses:

- Residential

Key Word Objectives: Traditional neighborhood, Sense of place, Alternative multimodal transportation, regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection

Lookout Mountain Traditional Neighborhood: Lookout Mountain

Description: A neighborhood of parcels of irregular shape and size, whether existing or new development, the lot size, home design, and house size are to be harmonious with other properties in the neighborhood and/or on the street.

Suggested Development Strategy:

1. Maintain the character of the neighborhood by encouraging maintenance and enhancement of architectural elements and curb appeal.
2. Connect neighborhoods with pedestrian walkways and bicycle paths.

Land uses:

- Single family detached residential

Key Word Objectives: Irregular shape and size parcel, Harmonious with surroundings, Single family detached residential, Sense of place, Alternative multimodal transportation, Heritage Preservation

Fairyland Proper: Lookout Mountain

Description: Located east of Lula Lake Road, Fairyland Proper consists of the original Fairyland Estates Subdivision as identified in the original Lookout Mountain Subdivision plat of 1928 by C.W. Chadwick of Ann Arbor Michigan (see attached plat, figure 2 and 3 on the following page). It is bounded by Hardy Road to the north, Lula Lake Road to the west, the Lookout Mountain Golf Course to the south, the Fairyland Club and the city boundary to the east, while running adjacent to Rainbow Drive to the South.

Designed and constructed around numerous natural features and built of architectural styles familiar to the period from the late-1920s through the 1950s, Fairyland Proper neighborhood consists of gridded streets of generally rectangular lots of a third of an acre to a full acre. Fairyland Proper's design, layout, and construction style of the period provides a consistent, resilient, and distinguishable residential character. All new development is to be constructed at an appropriate scale that does not detract from the historic or cultural context that gives the Fairyland Proper its identifiable character.

Suggested Development Strategy:

1. Our ordinances encourage single-family detached owner-occupied residential housing.
2. All new development is to be constructed at an appropriate scale that does not detract from the historic or cultural context that gives the Fairyland Proper its identifiable character.
3. Pursue strong pedestrian and bicycle connections for residents.
4. Preserve traditional and historic features while adapting for current uses.
5. Emphasis is placed on the preservation and rehabilitation of residential housing.
6. Expand and maintain sidewalks and beautification projects.
7. Maintain the character of the neighborhood by encouraging maintenance and enhancement of architectural elements and curb appeal.

Land uses:

- Single family detached residential

Key Word Objectives: Traditional neighborhood, Sense of place, Single family detached residential, Alternative multimodal transportation options, Regional identity, Heritage Preservation, Open space preservation, Environmental protection, Regional Cooperation.

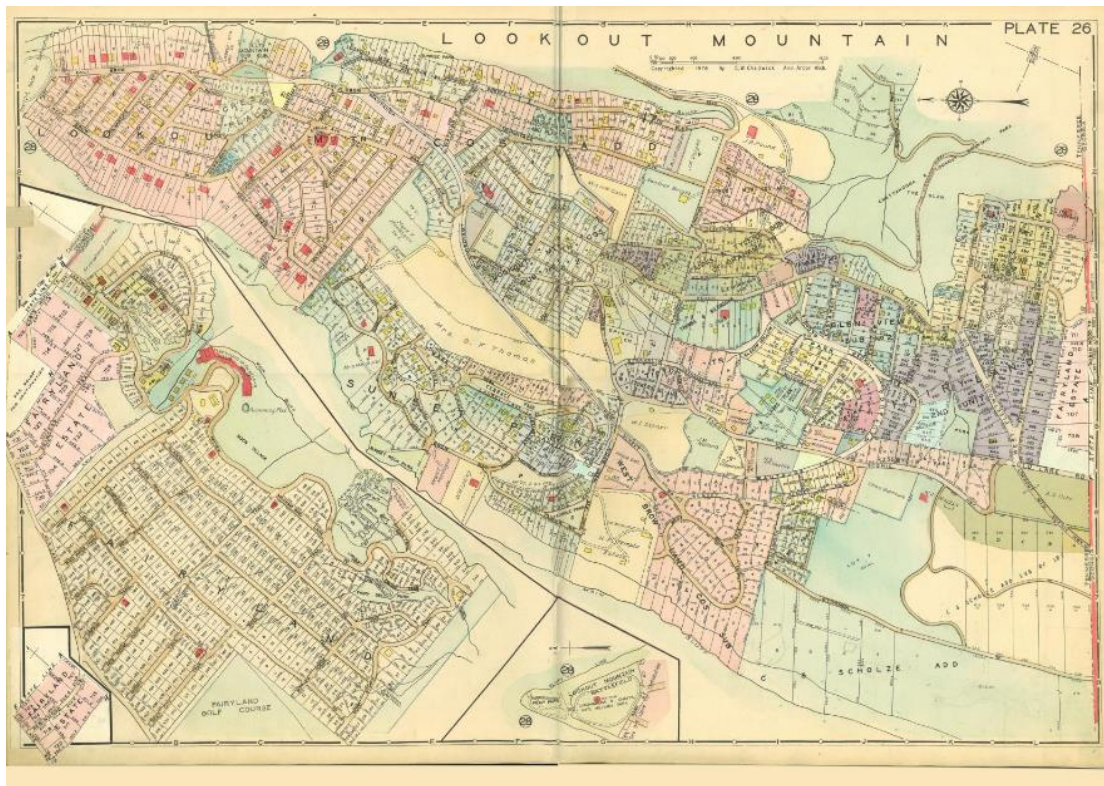


Figure 45 *Copyrighted 1928 C.W. Chadwick Plat of Lookout Mountain, including Fairyland Estates*

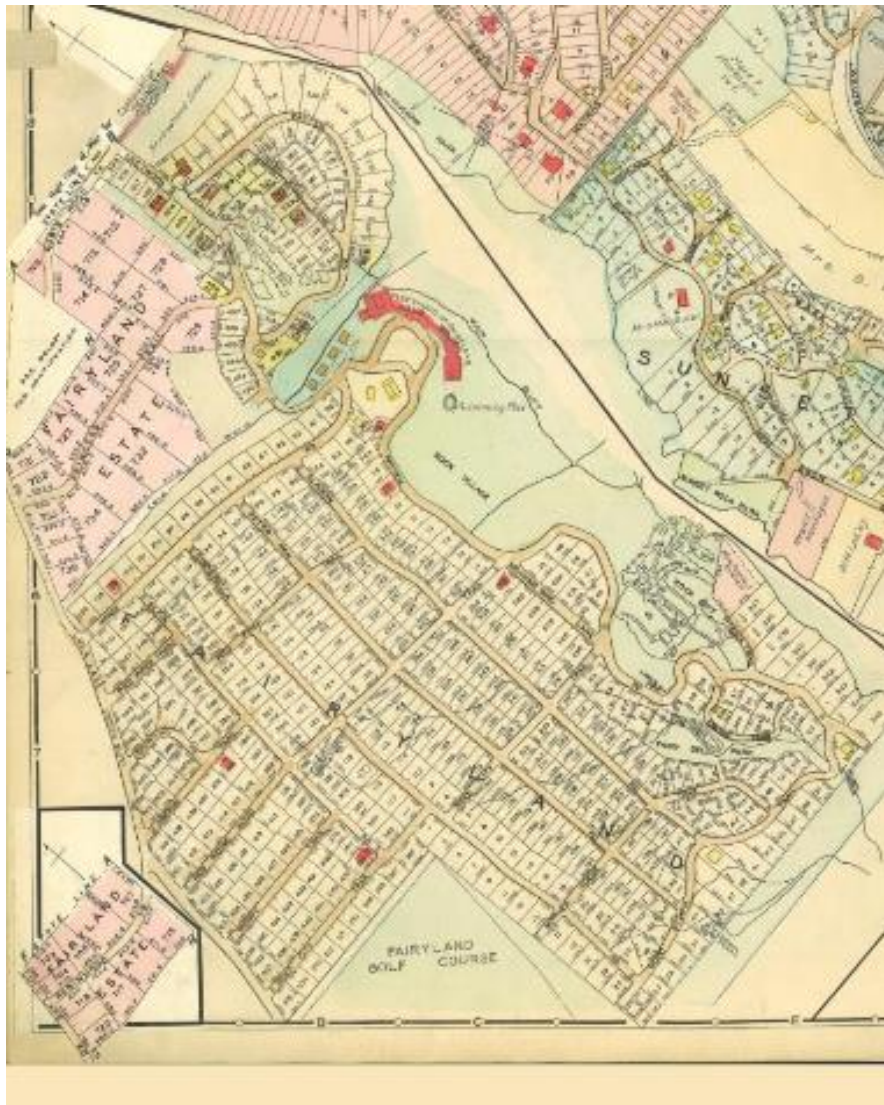


Figure 46 Copyrighted 1928 C.W. Chadwick Plat of Lookout Mountain, including Fairyland Estates zoomed in

Mill Village: Chickamauga

Description: Mill village housing is often built pre-WWII construction and consist of a 2 bedroom, 1 bath layout. These houses are often 800-900 square foot in size and are of a similar architectural style (single family, single shotgun, double shotgun). These houses are located on small lots and in a linear pattern on disperse, but often gridded, road pattern. Being that most construction is pre-WWII, these locations often, but not always, found near town center areas.

Suggested Development Strategy:

1. Where there are vacant properties in the neighborhood, offer an opportunity for infill development of new housing that fits the current residential fabric of the area.
2. Allow for infill development to fit with the overall character of the area so to promote affordable, workforce housing.
3. Improve or remove dilapidated residential housing when detrimental to the safety of residents.
4. Provide new sidewalks and sidewalk improvements where needed, so to promote walkability and pedestrian access to nearby commercial areas.
5. Pursue strong pedestrian and bicycle connection from residential locations to commercial and recreational locations
6. Leverage public investments in sidewalks and beautification projects.
7. Provide sewer and water improvements where needed.

Land uses:

- Residential

Key Word Objectives: Affordable housing, Infill development, Sidewalk and sidewalk improvements, Sewer and water improvements, Housing improvements, Beautification projects, Pedestrian connection Traditional neighborhood, Sense of place, Alternative multimodal transportation options, Regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection, Regional Cooperation.

Historic Mill Redevelopment Area: Chickamauga, Rossville

Description: As a location to serve as a focal point of the community, the redevelopment area is a site to be converted from previous industrial uses to either or any combinations of the following: mixed-use development (horizontal or vertical), residential, public institutional, recreational space. These locations are often larger parcels of property that are underutilized. These sites may be vacant or contain dilapidated buildings.

Suggested Development Strategy:

3. Encourage a mix of either or any of the following uses: retail, professional offices, multifamily residential, single family residential, recreational, parks, or conservation.
4. Develop the site with use consistent with that of the surrounding area's character and current development type.
5. Development of the site with new construction should be consistent with the historic built environment fabric, fitting into the overall atmosphere of the area and not detracting from it.
6. When possible, protect and encourage rehabilitation of any onsite building through adaptive reuse.
7. Preserve as many historic and cultural resources that are defining features of the site, as seen appropriate, when demolition is needed.
8. Streets laid out on-site should match those of the surrounding use and ensure connectivity to nearby adjacent streets.
9. Pedestrian access and open space should be provided to encourage walking between destinations and enhance citizen use and enjoyment of the area.
10. Incorporate signage and lighting to enhance the quality of development.
11. Provide pedestrian and bike facilities.

Land uses:

- Mixed use
- Residential
- Commercial
- Public institutional
- Park
- Recreation
- Conservation

Key Word Objectives: Mixed use, Preservation, Adaptive reuse, Sense of Place, Infill development, Single family housing, Multifamily housing, Parks, Recreation, Open space, Conservation and, Bike and pedestrian facilities, Alternative multimodal transportation, regional identity, Heritage Preservation.

Residential Redevelopment Area: Chickamauga, LaFayette, Rossville

Description: Areas where adequate, safe housing stock are in decline due to lower rates of homeownership and neglect from some property owners in the area. Gradually the original neighborhood integrity and character becomes negated by degradation of property and the dilapidation of homes, creating pockets of blight. The reduction of housing stock may result in a lack of affordable housing.

Suggested Development Strategy:

1. Public assistance and investment should be focused where needed, ensuring that the decline in the amount and quality of neighborhood housing stops.
2. Leverage public investments from sources such as that of Federal Opportunity Zones, State Opportunity Zones, State Community Development Block Grants, local tax incentives to improve conditions of the neighborhood by either/or any combination of maintenance to local property, demolishing dilapidated housing, and provided needed infrastructure and infrastructure upgrades.
3. Though subdivided and infill property will be for the primary purpose of single-family residential, multifamily housing should not be discouraged.
4. New housing should support a mix individual and family incomes, increasing a diversity of housing types available. Housing affordability increases the amount of owner-occupied housing.

Land uses:

- Residential
- Commercial
- Park/Recreation/Conservation
- Public/Intuition

Key Word Objectives: Public investments, Housing affordability, Dilapidation, Owner-occupied housing, maintenance, Mixed use, Restoration, single family housing, Multifamily housing, Infill development

Mixed use: Walker County

Description: A location containing mix of offices, housing, and commercial uses. This mix of uses may consist of single and/or multi story buildings. Often multi story buildings contains retail or office space on the first story. Additional floors of any building often contain a separate use to that of the first floor.

Suggested Development Strategy:

1. Provide design guidelines for stores and offices. These guidelines may be for building design, landscaping, regulatory setbacks, parking, stormwater, and etc.
2. Create a plan for the vision, upkeep, growth, and development of the mixed-use area. Creating a plan will help provide an identity to the area and attract appropriate businesses.
3. Improve water and sewer services to attract new growth and to meet future needs.
4. Improve broadband availability, including upload and download speed.
5. Infill vacant lots or underutilized property, improving overall aesthetics of the area.
6. Provide environmental protections to nearby streams and other waterbodies.
7. Provide protections to historic and cultural resources of the area so they will not be lost
8. Provide public investments into storm water management, community recreational spaces and facilities, public transit, bike and pedestrian facilities.
9. Make available pocket parks with seating.
10. Wherever possible, connect to regional network of greenspace and trails that are available to pedestrians, bicyclists, and other non-vehicular means of transportation.
11. Cluster new buildings so to improve pedestrian access and walkability to different surrounding uses.
12. Invest in infrastructure improvements to roads and sidewalks, increasing pedestrian mobility and safety.

Land uses:

- Residential
- Commercial
- Park/Recreation/Conservation
- Office
- Public/institutional

Key Word Objectives: Office space, Commercial retail, Local retail, Residential, Parks, Infill development, Design guidelines, Infrastructure investments, Sewer and Water infrastructure, Road and Sidewalk improvements, walkability, Broadband availability

Historic Downtown: Chickamauga, LaFayette, Rossville

Description: The historic, original core of the city, historic downtown this location is characterized by a mix of uses. These uses consist of commercial, office, public/institutional, residential, parks. Commercial activities are often local retail versus franchise retail. Public/institution may be government buildings, fire, police, schools, and etc. Historic Downtowns are characterized by buildings along a pattern of gridded streets. These locations often contain properties listed on the Department of Interior's National Park System National Register of Historic properties or have buildings eligible to be listed.

Suggested Development Strategy:

1. Protect and rehabilitate historic buildings through incentive programs such as: the Department of Interior National Park System's National Register of Historic places, Federal Opportunity Zones, State of Georgia Opportunity Zones, and Rural Zones.
2. Rehabilitate buildings to that of The Secretary of the Interior's Standards.
3. Provide local design guidelines to ensure aesthetic continuity between buildings
4. All new development should be constructed at an appropriate scale that does not detract from the historical, cultural, built environment fabric that gives the town center it's identifiable character.
5. Landscape streets to improve aesthetics
6. Provide Sewer and Water Improvements
7. Provide Sidewalk Improvements where needed.
8. Enhance the pedestrian-friendly environment, by including sidewalks and creating other pedestrian trail/bike routes linking the Historic Downtown District to Greenspace/trail systems to encourage fellowship among citizens.
9. Provide for pedestrian and bicycling facilities
10. Provide pocket parks when appropriate.

Land uses:

- Commercial
- Public/Institutional
- Mixed use
- Residential
- Park/Recreation/Conversation

Key Word Objectives: Historic Core, Mix uses, Government offices, Government services, Commercial, Professional office, Residential, Parks, Finacle incentive, Secretary of the Interior Standards, Local Design Guidelines, Urban Redevelopment Area, Rural Zone, Pedestrian and bicycle facilities

Downtown Business District: LaFayette, Rossville

Description: Downtown Business District consists of general retail, franchise retail, commercial businesses, professional offices, limited amounts of higher density housing, public/institutional buildings, public/open spaces. The Downtown business district is located within both the Urban Redevelopment Area Overlay and Rural Zone boundary for the City of Rossville.

Suggested Development Strategy:

1. Create and update plans for the vision, upkeep, growth, and development of the Downtown Development area, so to help mature the districts' identity and attract appropriate businesses.
2. Provide design guidelines for stores and offices. These guidelines may be for building design, landscaping, regulatory setbacks, parking, stormwater, etc. Design guidelines will help ensure continuity of aesthetics.
3. Infill vacant lots or underutilized property with new businesses.
4. When infilling development, if infill development is distant to main roads and streets, create strong walkable connections to these existing roads.
5. If there are existing buildings not visible along main roadsides or streets, create strong walkable connections to these existing roads.
6. Invest in infrastructure improvements for water and sewer, so to attract new businesses and meet future growth.
7. Enhance the district to be a pedestrian and bicycle-friendly environment, providing new sidewalks and sidewalk improvements, linking neighborhoods, libraries, schools, parks, and health centers to each other.
8. Link pedestrian trails and bike routes to the Businesses Downtown District; as well as connect the Downtown Businesses District to Greenspace/trail systems.
9. Define road edges by locating buildings at the roadside and parking in the rear of buildings.
10. Road edges should be clearly defined by landscaping and appropriate signage.
11. Provide for pedestrian and bicycling facilities
12. Provide pocket parks when appropriate.

Land uses:

- Commercial
- Public/Institutional
- Mixed use
- Residential

- Park/Recreation/Conversation

Key Word Objectives: Historic Core, Mix uses, Government offices, Government services, Commercial, Professional office, Residential, Parks, Finacle incentive, Design guidelines, Infill, Pedestrian connections and walkability, Local Design Guidelines, Urban Redevelopment Area, Rural Zone, Pedestrian and bicycle facilities

Town Center: ☐ Lookout Mountain

Description: A concentrated focal point with institutional, general retail, service commercial, professional office, and public space uses easily accessible by pedestrians. All new development is to be constructed at an appropriate scale that does not detract from the historic or cultural context that gives the Town Center its identifiable character.

Suggested Development Strategy:

1. Residential development should reinforce the Town Center by locating housing options near the center.
2. All new development should be constructed at an appropriate scale that does not detract from the historic or cultural context of the community.
3. Parking areas should be landscaped along lot lines to minimize visual impact to the residents.
4. Enhance the pedestrian-friendly environment by including sidewalks and creating other pedestrian trails/bike routes linking to neighboring communities and major destinations such as health facilities, commercial clusters, parks, schools, etc.
5. Encourage compatible architecture styles that maintain the character of the Town Center.
6. Maintain the character of the Town Center by encouraging maintenance and enhancement of architectural elements and curb appeal.

Land uses:

- Commercial
- Public facilities
- Mixed-use
- Residential
- Park/Recreation
- Institutional

Key Word Objectives: Public facilities, Institutional, Respectful of historic development patterns, Sense of place, Alternative multimodal transportation, Heritage Preservation, Open space preservation, Parks, Trails, Conservation Environmental protection

Activity Center: Rossville, Walker County

Description: These areas are characterized by recreational fields, tourist attractions, private clubs, parks, and greenspace; but they may also include a mix of onsite or adjacent uses of homes, shops, and small businesses. These locations are pedestrian-friendly and are considered community gathering spaces.

Suggested Development Strategy:

1. Newly constructed buildings need to be architecturally integrated with the site and respects the established character of the surrounding area.
2. When possible, instead of developing open space, infill vacant sites closer to the center of the community, where infrastructure is already existing. Match the infill development to the surrounding character of the neighborhood.
3. Limit Development at these sites to locations of existing infrastructure in place.
4. The street layout matches those in older parts of the community and connects to the existing street network.
5. Provide facilities for bicycles, including bikeways/bike lanes and bike storage racks.
6. Promote tourist activities by enlisting significant site features, such as view corridors, water features, farmland, and wetland.
7. Provide site plans and landscaping that are respectful to natural features of the site, including topography and views.
8. When feasible, brownfields sites can be redeveloped into recreational fields, tourist attractions, private clubs, parks, and greenspace. Mixed use development may also be integrated into the site also
9. When feasible, economically obsolescent, outdated, failing, or under-utilized industrial/commercial sites may be redeveloped to recreational fields, tourist attractions, private clubs, parks, and greenspace. Mixed use development may also be integrated into the site also

Land uses:

- Park
- Recreational
- Conservation
- Commercial
- Residential

Key Word Objectives: Recreational activities, Mixed uses, Architectural context, Redevelopment of under or unused location, Pedestrian friendly, bicycle friendly

Activity Destination District

Description: These areas are characterized by recreational fields, tourist attractions, private clubs, parks, and greenspace; they may also include a mix of onsite or adjacent uses of homes, shops, and small businesses. These locations are pedestrian-friendly and are considered community gathering spaces.

Suggested Development Strategy:

10. Newly constructed buildings need to be architecturally integrated with the site and respectful of the established character of the surrounding area.
11. The street layout matches those in older parts of the community and connects to the existing street network.
12. Provide facilities for bicycles, including bikeways/bike lanes and bike storage racks.
13. Site plans, building, and landscaping are to be sensitive to the natural features of the site, including topography.
14. Maintain the character of the activity destination by encouraging maintenance and enhancement of architectural elements and curb appeal.

Land uses:

- Parks
- Recreational
- Conservation
- Commercial
- Residential

Key Word Objectives: Recreational activities, Mixed uses, Architectural context, Redevelopment of under or unused location, Pedestrian-friendly, bicycle-friendly.

North Rossville Revitalization overlay (URA Boundary): Rossville

Description: The North Rossville Redevelopment overlay came as a result of the city of Rossville partnering with the Northwest Georgia Regional Commission in an Urban Development Plan (UDP). The purpose of the redevelopment area is for the revitalization of economically depressed areas and to eliminate blight at the site. The North Rossville community, surrounding the former Peerless Woolen Mill, was identified as the first area where the city will focus its attention. The North Rossville Revitalization area boundary encompasses the area delineated as shown on Rossville's Future Development Map and within appendices X.

Issues identified in the Urban Development Plan are the following: Code Enforcement, Blighted Housing & Buildings, Sewer & Flooding, Housing, Business Recruitment, Crime / Safety (vandalism), Absentee Landlords, Vacant Buildings, Sidewalks / Street Improvements, Additional Recreation (for children), and Additional Zoning.

Suggested Development Strategy:

1. Encourage future rezoning, reuse, and new development of properties in a manner consistent with the Comprehensive Plan.
2. Review building codes and ordinances for the feasibility of rehabilitation and infill downtown
3. Apply for and participate in the Main Street Program
4. Develop and implement a façade improvement program for downtown
5. Develop and begin implementation of a sidewalk plan for residential areas
6. Document sewer trouble spots where repairs are needed to meet the standard
7. Preserve existing housing stock where possible while also creating new housing opportunities for a diversity of incomes
8. Continue to participate with the Georgia Department of Community Affairs (DCA), the Georgia Municipal Association (GMA), and the University of Georgia's (UGA) *Georgia Initiative for Community Housing (GICH)* until completion of the 3-year program.
9. Apply and receive Georgia Department of Community Affairs' *Community Home Investment Program (CHIP)* funding.
10. Apply and receive Georgia Department of Community Affairs (DCA) *Community Development Block Grant (CDBG)* program funding to assist low-income residents to make moderate repairs to their homes and to replace deteriorated homes.

11. Increase the amount of Senior Housing. Senior Housing may be promoted in place of the former Rossville Middle school. Repurposing the school into a Senior Housing Development could be made feasible through the *Low Income Housing Tax Credit Program (LITCH)*.
12. Seek a federal Opportunity Zone designation
13. Utilize Vacant properties for residential infill, pocket parks, or small community or utility usage.
14. Permit accessory housing units, or new well-designed, similarly scaled infill multifamily residences to increase neighborhood density and income diversity.
15. Offer assistance and incentives for property owners to improve their property
16. In low-to-moderate income (LMI) locations where flooding is an issue, apply for the new infrastructure bill funding to improve housing conditions and affected sewer, water, sidewalk, street, etc.
17. Partner with Tennessee American Water Company (TAW) to repair and upgrade water, sewer, and other utilities
18. Partner with Chattanooga Area Regional Transportation Authority (CARTA) to establish a transit system
19. Enhance the walkability, safety, and appearance of the Chickamauga Avenue-McFarland Avenue Corridor
20. Encourage an appropriate mix of retail sales and service businesses in the Chickamauga Avenue-McFarland Avenue Corridor.
21. Encourage and assist with the redevelopment of the Peerless Mill complex
22. Develop and implement a façade improvement program for downtown
23. Engage in sidewalk improvement projects
24. Improve aesthetics by buffering and landscaping to separate residential uses from non-residential uses
25. Improve streetscape by landscaping along streets and sidewalks.
26. Add pedestrian and bike facilities throughout the community.
27. Wherever possible, connect to a regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.
28. Create more aesthetically pleasing gateways by adding landscape elements, hardscape elements, and larger wayfinding signage.

Land uses:

- Central Business
- Commercial
- Mixed-use
- Finacle
- Government Institutional
- City Center
- Low Density Residential
- Medium Density Residential

Key Word Objectives: Sense of Place, Infill development, Streetscape improvement, Façade improvement, Mixed use, Sewer and water improvements, Traditional neighborhood, Sense of Place, Bike and pedestrian facilities, Alternative multimodal transportation, regional identity, Heritage Preservation

Rossville Rural Zone boundary (Rural Zone): Rossville

Description: In 2019, the Georgia Department of Community Affairs designated a boundary within Rossville to become a Rural Zone in January of 2020. The designation is a tax incentive program *to promote the revitalization of vacant rural Georgia downtowns by encouraging investments, job creation, and economic growth in long-established business districts.* Not only does a Rural Zone allows for a \$2,000 per new full-time equivalent job created within a designated Rural Zone, but it also provides a tax credit equal to 30 percent of the purchase price of property located within a designated Rural Zone, not to exceed \$125,000. The rural zone boundary is identified on both Rossville’s Future Development Map and in appendices X.

Land uses:

- Central Business
- Commercial
- Mixed-use
- Finacle
- Government Institutional
- City Center
- Low Density Residential
- Medium Density Residential

Key Word Objectives: *Traditional neighborhood, Sense of place, Alternative multimodal transportation, regional identity, Heritage Preservation, Infill development, Open space preservation, Environmental protection*

Industrial: Chickamauga, LaFayette, Rossville, Walker County

Description: Land use that may be a single building or a concentration of buildings for the purpose of manufacturing, assembly, processing, and distribution activities. These locations are where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, higher volume of transfer truck traffic, and other uses that may be considered a nuisance not contained on-site alone.

Suggested Development Strategy:

1. When possible, future development should reflect a campus of unified buildings over a single business.
2. Locate complimentary industries near each other.
3. Include commercial/retail services to serve workers
4. Include on-site stormwater detention or retention
5. Reutilize vacant manufacturing businesses when possible; if unfeasible, demolish the existing building for new development.
6. Infill vacant sites to be easier served by existing power, water, and sewer infrastructure.

7. Provide standards for signage to prevent visual clutter
8. Install high-speed internet
9. Provide alternative access roads
10. Maintain and upgrade roads, install traffic lights, and improve utilities.
11. Wherever possible, connect to regional network of greenspace and trails available to pedestrians, bicyclists, and other non-vehicular means of transportation.

Land uses:

- Manufacturing
- Technology parks/campus and research facilities
- Wholesale trade
- Distribution
- Assembly manufacturing

Key Word Objectives: Manufacturing, Technology parks/campus research facilities, Wholesale trade, Distribution, Assembly Manufacturing, Recreational activities, Infill

Airport and Golf Course District: LaFayette

Description: LanBarwick-LaFayette Airport, a municipal airport.

Suggested Development Strategy:

1. Where practicable, create design guidelines similar to that of industrial and commercial properties.
2. Tie to commercial, industrial surroundings
3. Adjust buffer requirements between airport and other uses where appropriate.
4. Link of airport to golf course and other sites where appropriate.

Land uses:

- Transportation
- Commercial
- Communication
- Utilities

Key Word Objectives: LanBarck-LaFayette Airport, LaFayette Golf course

Gateway Corridors: Chickamauga, LaFayette, Rossville

Description: Developed or undeveloped land paralleling the route of a major thoroughfare that serves as an important entrance or means of access to the community.

Suggested Development Strategy:

1. Install wayfinding signs to easily identify specific locations and cultural features, doing so will keep a consistent traffic flow.
2. Landscape raised medians, separating traffic lanes.
3. Install Gateway “Welcome to” signs as you enter the city.
4. Restrict the number of and the size of commercial signage
5. Install wayfinding signs to easily identify specific locations and cultural features, doing so will keep a consistent traffic flow.
6. When needed, utilize traffic calming measures and policies, such as the principles tied to the *Complete Streets* program. Traffic calming measures may include narrower street widths, raised pedestrian crossing, or rough pavement material.
7. Rehabilitate unsightly strip commercial development where exist or use landscaping to mask the strip commercial development.
8. Locate structures, such as those for shopping, warehousing, and offices, near the front of streets and parking in the rear of buildings. These measures will make Gateway Corridors more attractive and pedestrian friendly.
9. Utilize public investments for landscaping and beautification projects
10. Locate landscape buffers between the roadway and pedestrian walkways.
11. Maintain sidewalks and streetlamps.
12. Include transit facilities and stops where needed.

Land uses:

- Commercial
- Office
- Warehousing
- Distribution
- Assembly manufacturing

Key Word Objectives: City entries, Wayfinding signage, Traffic calming measures, Landscaping, and Beautification Projects, Sidewalk improvements.

FUTURE DEVELOPMENT MAPS

The future development maps for the cities of Chickamauga, LaFayette, Lookout Mountain, Rossville, and Walker County can be found respectively on the following pages.

Environmental Planning Criteria

The State of Georgia, as a part of the comprehensive planning process, encourages local governments to incorporate protections for natural resources in their local plans. Preserving natural resources is an interest of the state of Georgia, as it reflects the State's desire for both healthy and economically vibrant communities. Georgia Department of Natural Resources (DNR) provides best management practices along with an Environmental Planning Criteria, Chapter 391-3-16. The criterion given is for the protection of Environmentally Sensitive Areas in five different categories: Groundwater Recharge Areas, Wetlands, Protected Rivers, Protected Mountain, and Water Supply Watersheds.

Of these five categories, Walker County only contains Groundwater Recharge Areas for protection. Walker County, much like the surrounding Counties, has a higher-than-average susceptibility to human-introduced pollution infiltrating an aquifer. Shale rock parent material, such as limestone and sandstone, along hilltops of the Valley and Ridge area of Northwest Georgia, allow for greater infiltration in areas of groundwater recharge (see maps).

There is no protected river present in Walker County. Protected rivers are those perennial rivers and streams with an average annual flow of at least 400 cubic feet per second. Though there are no protected rivers within Walker County, there are rivers and streams listed as impaired for supporting aquatic life by the state of Georgia, EPD 303-305 list. Providing protections, such as riparian buffer requirements, help eliminate erosion and sedimentation derogating local waterbodies.

There are also no Protected Mountains within Walker County. Protected Mountains are those 2,200 feet or more above main sea level and have a percentage slope of 25 percent or greater for at least 500 feet horizontally, and shall include the crests, summits, and ridge tops at a higher elevation. Walker County elevations are lesser than that of the 2,200 feet requirement according to USGS, but it does have slopes of 25 percent or greater, mostly in the Lookout Mountain area near the Tennessee border.

Wetlands are protected under Section 404 of the Clean Water Act. There are only a limited number of wetlands within Walker County, most of which are riverine wetlands located adjacent to streams and rivers. Both steeper slopes and more porous soil types (those of shale rock parent material) limit the potential for any other wetland types.

Environmental Sensitive Areas, Environmental

FUTURE DEVELOPMENT MAPS

The future development maps for the cities of Chickamauga, LaFayette, Lookout Mountain, Rossville, and Walker County can be found respectively on the following pages.

COMMUNITY WORK PROGRAMS

A community work program lays out the specific activities the community plans to undertake during the next 5 years following the adoption of the plans. The Needs and Opportunities presented in the Joint Comprehensive Plan identify current and potential future issues that each government wishes to address in the next 5 years. These foreseen issues are listed in Community Worktables under the category of either an economic development activity, a housing activity, a transportation activity, a natural and cultural resource activity, or community facilities and service activity. These work program items are

provided by the local governments and are given an estimated timeline of completion, a cost estimate, and a potential funding source. For those items of the previous work program in which were not completed, the item is carried over to the current work program.

The code in the first column may be used to trace that item back to the Needs and Opportunities listed within this comprehensive plan.



Figure 47: Historic Marsh House

City of Chickamauga Community Work Program

| COMMUNITY WORK PROGRAM, 2022-2026 | | | | | | | | | |
|-----------------------------------|---|------|------|------|------|------|--|--|--|
| City of Chickamauga | | | | | | | | | |
| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
| | ECONOMIC DEVELOPMENT | | | | | | | | |
| | Depot renovation & Welcome Center. | X | X | X | | | \$40,000 | Public/ Private Partnership | City of Chickamauga |
| | Continuation of Streetscape (front & back- alley façade). | | | X | | | \$6,000 pavers, \$500,000 alley | Private/ City of Chickamauga / Grants | Private/ City of Chickamauga / Grants |
| | Upgrading Downtown's water and sewer lines. | | | | | X | \$1,000,000 | Cares Act, SPLOST, Grant (uncertain, more) | City of Chickamauga |
| | Crystal Springs Mill Redevelopment Project for businesses and recreational activities | | | | | X | \$4,500,000 | Private/ Grants/ City of Chickamauga / SPLOST | City of Chickamauga |
| | HOUSING | | | | | | | | |
| N/A | Promote the revitalization of the Mill Villages by adopting of design guidelines, or an Urban Redevelopment Plan. | | | | X | | \$5,000 | Staff time, | City of Chickamauga, NWGRG or private consultant |
| | TRANSPORTATION | | | | | | | | |
| N/A | Decorative Roundabout at Five Points and 341 intersection. Phase one feasibility study. | | | | X | | \$10,000 | GDOT/ City of Chickamauga / | GDOT & City of Chickamauga |

COMMUNITY WORK PROGRAM, 2022-2026

City of Chickamauga

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|------------------|--|------------------------|
| | | | | | | | | Grants | |
| N/A | Wayfinding Signs, asphalt stencils. | X | | | | | \$3,000 | City of Chickamauga public works labor/Hotel Motel Tax | City of Chickamauga |
| N/A | Gateway Signs – see RSVP Plan. Adding one to two signs per year. | X | X | X | X | X | \$25,000 | City of Chickamauga /Hotel Motel Tax | City of Chickamauga |
| N/A | Sidewalks – Simonton Hills. | | | | X | | \$250,000 | SPLOST/Grants | City of Chickamauga |
| N/A | Sidewalks--Dogwood Estates. | | | | X | | \$250,000 | SPLOST/Grants | City of Chickamauga |
| N/A | Develop and implement a sidewalk plan for both residential and business districts. | | X | X | X | X | \$500,000 | City of Chickamauga, State | City of Chickamauga |
| | NATURAL AND CULTURAL RESOURCES | | | | | | | | |
| N/A | Storm water drainage improvement – 10 th Street. (Bio-Swale) | | | | | X | \$700,000 | Private/ Grants/ City of Chickamauga /S PLOST/ Community Development Block Grant | City of Chickamauga |

COMMUNITY WORK PROGRAM, 2022-2026

City of Chickamauga

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|--|--|------|------|------|------|------|------------------|---|------------------------|
| N/A | Dock and walking trail at Lee & Gordon's Mill. | | | | | X | \$20,000 | City of Chickamauga /Grants | City of Chickamauga |
| | Downtown Art Grant. | X | | | | | \$10,000 | Grants | City of Chickamauga |
| | Coke Oven Branch litter catch basin. | | | | | X | \$10,000 | City of Chickamauga | City of Chickamauga |
| | Develop plan for management of vacant mill village parcels acquired by the city during flood mitigation project. | | | | X | | \$50,000 | City of Chickamauga, State, Rural Zone | City of Chickamauga |
| | Multi use trail to the park, last two-mile connection. | X | X | X | | | | | |
| | Bikeways and trails feasibility study. | | | X | | | | | |
| COMMUNITY FACILITIES AND SERVICES Facilities Authority -- Bonds | | | | | | | | | |
| | Dog Park in Mill Village. | X | | | | | \$10,000 | City of Chickamauga /Private | City of Chickamauga |
| | Underground placement of utilities – Phase I. | | X | | | | \$5,000,000 | Electric System Revenues, Loans, Grants | City of Chickamauga |

City of Chickamauga

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COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|------------------|---|--|
| ECONOMIC DEVELOPMENT | | | | | | | | | |
| | Expand DDA area to add more businesses. | X | X | X | X | X | \$500 | City of LaFayette | LaFayette Downtown Development Authority, Main Street and Economic Development Department |
| | Promote the Main Street Program and maintain annual accreditation. | X | X | X | X | X | \$5,000 | Staff time | LaFayette Downtown Development Authority, Main Street and Economic Development Department |
| | Promote greenspace creation and management (consider greenway/heritage corridor approach to link parks with historic resources from the Square North along N. Main Street including Fort Cumming). | | | | | X | \$30,000 | General funds, Grants, Donations | Main Street and Economic Development Department / Planning Department |
| | Continue LaFayette DDA's community awareness program and local preservation advocacy. | | | | | X | \$3,000 | Downtown Development Authority/Grants | LaFayette Downtown Development Authority |
| | City of LaFayette Master Plan | | | | | | \$150,000 | Lyndhurst Foundation, Georgia Municipal Association, | City of LaFayette, University of Georgia Carl |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|------------------|--|---|
| | | | | | | | | Georgia Cities Foundation | Vinson Institute of Government, |
| | Erect "Gateway Corridor" invitational markers. | | | X | | | \$10,000 | Local /HMTI | Main Street and Economic Development Department |
| | Improve LaFayette recognition, branding, and tourism by holding annual Honeybee Festival | X | | | | | \$40,000 | General | Event Coordinator |
| | | | | | | | | | |
| HOUSING | | | | | | | | | |
| | Encourage infill housing and mixed-use development. | X | X | X | X | X | \$20,000 | General Funds / Grants / Developers | Main Street and Economic Development Department |
| | Conduct City-wide housing market analysis | | | | | | | | |
| | Provide incentives for upstairs living in the downtown business district. | | | X | | | \$5,000 | General funds, Grants | City of LaFayette |
| | Continuation of Neighborhood Revitalization Initiative to address blighted properties | | | X | | | \$8,000 | Staff time, Georgia Initiative of Community Housing (GICH), Grants, and General funds | Main Street and Economic Development Department/ Planning Department |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|------------------|---|--|
| | Perform feasibility study of condo/townhome development near golf course. | | | | | X | \$5,000 | Grants | Main Street and Economic Development Department |
| TRANSPORTATION | | | | | | | | | |
| | GDOT collaboration to find solution for tractor trailer not using downtown as main route (utilize bypass). | | | | X | | \$1,000 | Staff time | Public Works |
| | Pursue Transportation Enhancement funds for additional streetscape phases or other local transportation projects; in particular, but not limited to, West Villanow Street, South Duke Street, South Main Street, and City Square | | X | | | | \$2,000 | Staff time | Main Street and Economic Development Department |
| | Phased Streetscape project West Villanow Street, South Duke Street, City Square, and South Main Street. | | | | | X | 250,000 | City of LaFayette, Grants, Loans | City of LaFayette, Main Street and Economic Development Department |
| | Hire a consultant to do a cost estimate study for a multimodal trail system along Indiana Street, West Villanow Street, Duke Street, and others. | | | | | | \$200,000 | City of LaFayette, Grants, Loans | City of LaFayette, |
| | Develop bike trails / lanes. | | | | X | | \$1,000,000 | Local, Grants, Loans, Transportation Alternative Program, Georgia Department of Natural Resources (DNR) Recreational Trails | City of LaFayette, Georgia Department of Transportation, Georgia Department of Natural Resources |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|---------------------------------------|--|------|------|------|------|------|------------------|---|---|
| | | | | | | | | Program (RTP), DNR Land and Water Conservation Funds (LWCF) | (DNR), Northwest Georgia Regional Commission (NWGRC) |
| | Install guardrail on Skyline Heights hill | | | | | | | | |
| | Construct Sidewalk on Indiana Street | | | | | | | | |
| | Construct Sidewalk on Chattanooga Street to McClemore, but not north of McClemore | | | | | | | | |
| | Construct Sidewalk on Duke Street from Warthen to North LaFayette Elementary | | | | | | | | |
| | Construct Sidewalk from Main Street to By pass | | | | | | | | |
| | Biking trail at Max Stoker recreational facility | | | | | | | | |
| | Erect "Gateway Corridor" invitational markers. | | | | | X | \$40,000 | Local/HMTI | Economic Development |
| NATURAL AND CULTURAL RESOURCES | | | | | | | | | |
| | Flood and Erosion mitigation for Chattooga River | | | | | | | | |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|------------------|--|---|
| | Designate downtown LaFayette as local historic district and adopt design guidelines | | | | | X | \$500 | Staff time | Main Street and Economic Development Department |
| | Nominate LaFayette's historic business district the National Register of Historic Places (NRHP) | | | | | X | \$500 | Staff time | Main Street and Economic Development Department |
| | Nominate historic residential areas north and south of the square to the NRHP and designate as local historic district | | | | | X | \$1,000 | Staff time | Main Street and Economic Development Department |
| | Promote public education on Fort Cumming and the Trail of Tears. | | | | | X | \$5,000 | Grants | Main Street and Economic Development Department |
| | Support opening of Art Gallery in downtown LaFayette | | | X | | | \$5,000 | Downtown Development Authority/ Grants/ Private donors | Main Street and Economic Development Department |
| | Implement Stormwater Management Program | | | | X | | \$10,000 | User fees | City of LaFayette |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|--|--|------|------|------|------|------|------------------|---|--|
| | Repairs on Chattooga Academy building | X | | | | | \$50,000 | Local | Planning/ Codes Department |
| COMMUNITY FACILITIES AND SERVICES | | | | | | | | | |
| | Expand broadband internet speed and services. | | X | | | | \$7,000,000 | CARES Act, Grant funding | City of LaFayette |
| | Build Splashpad at the City Municipal Park | X | | | | | \$122,500 | Georgia Department of Natural Resources (DNR) Land and Water Conservation Funds (LWCF | City of LaFayette, Georgia Department of Natural Resources (DNR) |
| | Replace lift station and force main from Shattuck Industrial Blvd. | X | | | | | \$1,500,000 | City, GEFA, User Fees, Other Grants | City, Water and sewer enterprise fund |
| | Phase II Town Creek interceptor from Rambler Road to Warren Road. | | | | X | | \$2,000,000 | City, GEFA, User Fees, Other Grants | City, Water and sewer enterprise fund |
| | Replace McArthur Street interceptor. | | | | X | | \$200,000,000 | City, GEFA, User Fees, Other Grants | City, Water and sewer enterprise fund |
| | New fire vehicle/equipment building. | | | | | X | \$300,000 | General Fund, SPLOST, Grants | City of LaFayette |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|------------------|--|----------------------|
| | Renovate the Ross Abney Recreation Complex. | | | | | X | \$200,000 | General Fund, SPLOST, Grants | City of LaFayette |
| | Mausoleum and cremation burial facilities. | | | X | | | \$75,000 | General fund | City of LaFayette |
| | Replace existing meters with electronic receiver/transmitter (ERT) meters. | | | X | | | \$3,000 | Enterprise fees, MEAG, Grants, SPLOST | City of LaFayette |
| | Replace 2-inch galvanized water lines (23.5 miles). | X | X | X | X | X | \$373,00 | City of LaFayette, GEFA, User Fees, Other Grants | City of LaFayette |
| | Renovations TO Huggins Tank | X | | | | | \$300,000 | | |
| | Renovations to Darwin Lane Tank | | X | | | | \$300,000 | | |
| | Automated read water meters and meter boxes. | X | X | X | X | X | \$1,200,000 | City of LaFayette, GEFA, User Fees, Other Grants | City of LaFayette |
| | Fire flow improvements for Skyline Heights Subdivision. | | | | | X | \$1,000,000 | City of LaFayette, GEFA, User Fees, Other Grants | City of LaFayette |
| | Upgrade Foster Boulevard Pump Station | | X | | | | \$1,500,000 | | |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|---|------|------|------|------|------|------------------|---|----------------------|
| | Alternative Sludge Disposal Method | X | | | | | \$4,000,000 | | |
| | Replace Wastewater Treatment Plant Aeration System | X | | | | | \$1,000,000 | | |
| | Expand the city's natural gas system. | | | | | X | \$1,000,000 | Municipal Gas Authority (MGAG) loan | City of LaFayette |
| | Establish emergency connection to another natural gas source (AGL). | | | X | | | \$100,000 | Municipal Gas Authority (MGAG) loan, GEFA, User fees | City of LaFayette |
| | Create a capital improvement plan. | | | X | | | \$5,000 | Staff time | City of LaFayette |
| | Early warning system. | | | | | X | \$30,000 | General funds and grants | City of LaFayette |
| | New fire trucks. | | | | X | | \$410,000 | City of LaFayette, SPLOST, Grants, Assistance to Firefighters Grant (AFG) | City of LaFayette |
| | Replace existing streetlights with lower wattage sodium. | | X | | | | \$15,000 | Enterprise fees, Municipal Gas Authority (MGAG) loan, Georgia Environmental | City of LaFayette |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|-------------------|---|----------------------|
| | | | | | | | | Authority (GEFA), Grants, SPLOST | |
| | Explore the possibility of reestablishing a 24-hour emergency health care facility in our community. | | | X | | | \$1,000 | Staff time | City of LaFayette |
| | New well and clear well at Lee School Road. | | X | | | | \$1,000,000 | City of LaFayette, User fees, Georgia Environmental Authority (GEFA), Grants | City of LaFayette |
| | Build treatment plant for Dixon Springs. | | | | | X | \$4,300,000 | City of LaFayette, User fees, Georgia Environmental Authority (GEFA),, Grants | City of LaFayette |
| | New well in Rock Spring area. | | | | | X | 100,000,00 0 | City of LaFayette, User fees, Georgia Environmental Authority (GEFA), Grants | City of LaFayette |
| | Add additional treatment for turbidity and larger clear well at Lee School Road Plant | | | X | | | \$1,500,000 | Draft | Draft |
| | Pave handicap parking lot at Ross Abney multiuse facility | | | | | | | Draft | Draft |
| | Install roof on utility building | | | | | | \$450,000,0 00 | Draft | Draft |

COMMUNITY WORK PROGRAM, 2022-2026

City of Lafayette

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|---|------|------|------|------|------|------------------|----------------|-------------------------------|
| | Convert baseball fields 2 & 4 into multiuse recreational field to include soccer | | | | | | Draft | Draft | Draft |
| | Rehabilitate field 7 at Max Stoker Recreational facility | | | | | | Draft | Draft | Draft |
| | Façade improvement Max Stoker Recreational facility | | | | | | Draft | Draft | Draft |
| | Replace flooring in Lowell Greene Recreational Facility | | | | | | Draft | Draft | Draft |
| | Façade Lowell Green Recreational Facility | | | | | | Draft | Draft | Draft |
| | Update and replace playground equipment | | | | | | Draft | Draft | Draft |
| | Install new recycling facility and Utility building | | | | | | Draft | Draft | Draft |
| LAND USE | | | | | | | | | |
| | Establish more specific character areas to make better planning and zoning decisions. | X | | | | | \$2,000 | Staff time | Planning / Codes/ NWGRC |
| | Update recommended character area maps. | X | | | | | \$1,000 | Staff time | Planning / Codes/ NWGRC |

COMMUNITY WORK PROGRAM, 2022-2026*City of Lafayette*

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|---------------------------------------|--|------|------|------|------|------|------------------|----------------|---|
| INTERGOVERNMENTAL COORDINATION | | | | | | | | | |
| | Maintain and revise Service Delivery Strategy as needed. | X | | | | | \$1,000 | General Fund | Chickamauga, LaFayette, Lookout Mountain, Rossville, Walker County, Board of education |

City of Lookout Mountain Community Work Program

| COMMUNITY WORK PROGRAM, 2022-2026 | | | | | | | | | |
|-----------------------------------|---|------|------|------|------|------|------------------|---|---|
| CITY OF LOOKOUT MOUNTAIN | | | | | | | | | |
| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
| | ECONOMIC DEVELOPMENT | | | | | | | | |
| | Oversee Town Center retail development contract. | X | X | | | | \$10,000 | General fund. | Private Developer, Lookout Mountain City Staff and Officials |
| | TRANSPORTATION | | | | | | | | |
| | Apply for a grant through ARC for a recreational trail/pathway/sidewalk master plan | X | X | | | | \$20,000 | Appalachian Regional Commission | City of Lookout Mountain |
| | Seek funding opportunities for the creation of additional trail/pathway/sidewalk | X | X | | | | \$5,000 | State, Federal and private foundation supports | City of Lookout Mountain |
| | Construction of trail system connecting community college and parks | | | X | X | | \$100,000 | State, Federal and Private foundation supports | City of Lookout Mountain |
| | Attend Complete Street training to seek appropriate transportation policies. | | | X | | | \$2,000 | Northwest Georgia Regional Commission (NWGRC) Bike and Pedestrian Program | City of Lookout Mountain, Northwest Georgia Regional Commission |

City of Lookout Mountain Community Work Program

| COMMUNITY WORK PROGRAM, 2022-2026 | | | | | | | | | |
|-----------------------------------|---|------|------|------|------|------|------------------|---|---|
| CITY OF LOOKOUT MOUNTAIN | | | | | | | | | |
| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
| | TRANSPORTATION | | | | | | | | |
| | Identify and develop transportation policies and practices | | | X | | | \$7,000 | Northwest Georgia Regional Commission (NWGRC) Bike and Pedestrian Program | City of Lookout Mountain, Northwest Georgia Regional Commission |
| | NATURAL AND CULTURAL RESOURCES | | | | | | | | |
| | Develop/adopt a Hazard Mitigation Plan for slope stabilization and stormwater drainage. | | | X | | | \$75,000 | Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) | City of Lookout Mountain |

CITY OF LOOKOUT MOUNTAIN COMMUNITY WORK PROGRAM

COMMUNITY WORK PROGRAM, 2022-2026

CITY OF LOOKOUT MOUNTAIN

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|---|------|------|------|------|------|------------------|--|-----------------------------|
| | NATURAL AND CULTURAL RESOURCES | | | | | | | | |
| | Develop a steep slope stabilization plan | | X | | | | \$15,000 | Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant Program (HMGP) | City of Lookout Mountain |
| | Landscape the new Memorial Park. | X | | | | | \$10,000 | General Fund | City of Lookout Mountain |
| | COMMUNITY FACILITIES AND SERVICES | | | | | | | | |
| | Update the sanitary sewer system pump station. | X | X | | | | \$1,350,000 | General Funds and ARC Grant/Loan | City of Lookout Mountain |
| | Create design guidelines for residential development to protect the City's character. | X | | | | | \$20,000 | General Fund | City of Lookout Mountain |

City of Rossville Community Work Program

| COMMUNITY WORK PROGRAM, 2022-2026 | | | | | | | | | |
|-----------------------------------|--|------|------|------|------|------|------------------|---|--|
| CITY OF ROSSVILLE | | | | | | | | | |
| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
| | ECONOMIC DEVELOPMENT | | | | | | | | |
| | Encourage and assist with the redevelopment of the Peerless Mill complex. | X | X | X | X | X | | City of Rossville, the Downtown Development Authority | City of Rossville, RDDA, WCDA |
| | Encourage and assist with the redevelopment of County-owned assets inside the RDDA footprint | X | X | X | X | X | | City of Rossville, the Downtown Development Authority | City of Rossville, RDDA, WCDA |
| | Develop and implement a façade improvement program for downtown and the Urban Redevelopment Boundary identified in the Urban Redevelopment Plan. | | | | X | | \$1,000 | Staff time, Business Improvement District (BID) | City of Rossville and the Downtown Development Authority |
| | Create an online Downtown property inventory in the RDDA footprint to begin to assist in marketing available properties for lease or purchase | | X | | | | | Staff time, sponsorship | Rossville Downtown Development Authority |
| | Small Business Development Center in Partnership with the Rossville Downtown Development Authority (RDDA) and Walker County Chamber | | | X | | | | SPLOST, USDA RBDG, ARC | City of Rossville, RDDA, |
| | Develop an aggressive marketing and branding plan to promote the City of Rossville, especially it's dense downtown retail, cultural, and natural assets. | | X | | | | | Staff Time | City of Rossville, RDDA, and NWGAJDA |

COMMUNITY WORK PROGRAM, 2022-2026

CITY OF ROSSVILLE

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|------------------|--|--|
| | Apply to receive a State of GA Opportunity Zone designation. | | X | | | | | Staff Time | City of Rossville, Georgia Department of Community Affairs, and Northwest Georgia Regional Commission |
| | Create a Renaissance Strategic Vision Plan (RSVP) through partnership with Carl Vinson Institute of Government of UGA to create a Master Plan. | | X | | | | \$10,000 | Lyndhurst Foundation, Staff Time | City of Rossville |
| | Appy for Georgia Cities Foundation Economic Placemaking Collaborative (GEPC) development program | | | X | | | \$8,000 | General Fund, City of Rossville Downtown Development Authority | City of Rossville, Rossville Downtown Development Authority (DDA) |
| HOUSING | | | | | | | | | |
| | Complete a qualitative analysis and needs assessment of housing stock. Develop a plan to remediate blight | | X | | | | | Staff time | City of Rossville, University of GA, Rossville GICH Team |
| | Apply for Community Development Block Grant (CDBG) housing rehabilitation finances and State of Georgia Department of Community Affairs' (DCA) Community HOME Investment | X | | | | | \$500,000 | Staff time, Georgia Initiative for Community Housing (GICH), Private | City of Rossville, Northwest Georgia Regional |

COMMUNITY WORK PROGRAM, 2022-2026

CITY OF ROSSVILLE

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|------------------|---|--|
| | Program (CHIP) so to encourage more Owner-Occupied Housing | | | | | | | Investments and Community HOME Investment Program (CHIP), and Georgia Dream | Commission, Georgia Department of Community Affairs (DCA) |
| | Recruit LIHTC, senior, market rate, multi-family, and single-family housing developers | X | X | X | X | X | | Staff time, Georgia Initiative for Community Housing (GICH) | Rossville GICH Team, City of Rossville, RDDA, NWJDA |
| | Upon conclusion of the initial three-year GICH program, continue in the Alumni Program | X | X | X | X | X | | City of Rossville, grant funding, and sponsorship | City of Rossville, Rossville GICH Team |
| TRANSPORTATION | | | | | | | | | |
| | Through partnership with Northwest Georgia Regional Commission, attend Complete Street Training, seek appropriate transportation policies. | X | | | | | \$3,000 | Northwest Georgia Regional Commission (NWGRC) Bike and Pedestrian Program funding | City of Rossville, Northwest Georgia Regional Commission (NWGRC) |
| | Through partnership with Northwest Georgia Regional Commission, seek appropriate transportation policies and practices and develop a plan with designs for Chickamauga / McFarland Avenue. | | | X | | | \$7,000 | Northwest Georgia Regional Commission (NWGRC) Bike and Pedestrian Program funding | City of Rossville, Northwest Georgia Regional Commission (NWGRC) |

COMMUNITY WORK PROGRAM, 2022-2026

CITY OF ROSSVILLE

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|--|--|------|------|------|------|------|----------------------------|--|--|
| | McFarland Avenue Corridor Area Development and Beautification | X | X | X | X | | \$400,000 | SPLOST | City of Rossville |
| | Chickamauga Avenue Corridor Area Development and Beautification | X | X | X | X | | \$550,000 | SPLOST | City of Rossville |
| | Continue the development and implementation of a sidewalk plan for the residential areas. | | X | | | | \$300,000 | City of Rossville, State of Georgia | City of Rossville |
| | Investigate feasibility of a Pilot program using city school busses for public transportation | | | | | X | \$2,000 | Staff Time | City of Rossville, City of Rossville School System |
| NATURAL AND CULTURAL RESOURCESC | | | | | | | | | |
| | Work with Trust for Public Land to connect the Chattanooga Riverwalk extension to the City of Rossville to connect downtown Rossville to recreation assets and to the City of Chattanooga. | | | | X | | | Staff Time, GA Dept of Natural Resources grant | City of Rossville, Rossville DDA |
| | Apply for and participate in the Main Street Program | | | X | | | \$2,000 – full-time salary | Staff Time | City of Rossville |
| | Purchase additional property for a city-wide pocket park. | | | X | | | \$15,000 | City of Rossville General Fund, Grants | City of Rossville |
| | Development and Modernization of Historic Downtown District in Partnership with Rossville Downtown Development Authority (RDDA) | | | X | | | \$510,000 | SPLOST | City of Rossville, Rossville |

COMMUNITY WORK PROGRAM, 2022-2026

CITY OF ROSSVILLE

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|---|------|------|------|------|------|------------------|---|---|
| | | | | | | | | | Downtown Development Authority |
| | COMMUNITY FACILITIES AND SERVICES | | | | | | | | |
| | Apply for Community Development Block Grant (CDBG) for sewer repair and replacement. | | | X | | | ? | Georgia Department of Community Affairs' Community Development Block Grant | City of Rossville, Reagan and Smith, Northwest Georgia Regional Commission |
| | Public Infrastructure: Stormwater/Sewer Maintenance and Repair, and Utility Infrastructure Improvements | X | X | X | X | X | \$850,000 | SPLOST | City of Rossville |
| | Apply for sewer funding for low income from new infrastructure plan. | | | | | | X | Infrastructure Bill SEC. 226 Grants for construction and refurbishing...Wa stewater systems for individuals of low income. | City of Rossville |
| | Rossville Public Facility Improvements | X | X | X | X | | \$500,000 | SPLOST | City of Rossville |
| | Rossville Library | X | X | X | X | | \$60,000 | SPLOST | City of Rossville |

CITY OF ROSSVILLE

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Walker County Community Work Program

| COMMUNITY WORK PROGRAM, 2022-2026 | | | | | | | | | |
|-----------------------------------|---|------|------|------|------|------|---------------|--|--|
| WALKER COUNTY | | | | | | | | | |
| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
| | ECONOMIC DEVELOPMENT | | | | | | | | |
| | Develop a written comprehensive tourism plan for all of Walker County in addition to the U.S. Hwy 27 Tourism Corridor. Include in the plan mapping, advertising in print, with billboards, websites, TV, radio, etc | | | X | | | \$90,000 | Grants, Walker County Chamber of Commerce, Walker County, Northwest Georgia Joint Development Authority | Walker County Chamber of Commerce, Walker County, Northwest Georgia Joint Development Authority |
| | McLemore Resort Private Hotel/Conference Center 2 nd 18 hole golf course expansion. | X | X | | | | \$33,000,000 | State of Georgia, Private funding | Walker County, Walker County Chamber of Commerce |
| | Industrial Park Development on Hwy 27 and West Reed Road add two local access road points | | | X | | | \$12,000,000 | Walker County, Walker County Development Authority (WCDA), and Northwest Georgia Joint Development Authority | Walker County, Walker County Development Authority (WCDA), and Northwest Georgia Joint Development Authority |
| | Install a new electronic sign at the Walker County Civic Center to better inform the public of special events at the Civic Center. | X | X | | | | \$15,000 | Covid-19 Economic Relief (CARES) | Walker County Government |
| | Walker industrial park phase two access road. | | | X | | | \$500,000,000 | Grants, Local | Walker County and Northwest Georgia Joint |

COMMUNITY WORK PROGRAM, 2022-2026

WALKER COUNTY

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|---------------------------------------|--|------|------|------|------|------|---------------|---|---|
| | | | | | | | | | Development Authority (NWGAJDA) |
| | Phase I sidewalk installation | X | | | | | | General Funds | Walker County Georgia Public Works |
| | Phase II sidewalk installation | | X | | | | | General Funds | Walker County Georgia Public Works |
| NATURAL AND CULTURAL RESOURCES | | | | | | | | | |
| | Advance the Walker County African American Museum and Cultural Center and construct a heritage park. | | X | | | | \$1,100 | Walker County Government | Walker County Government. |
| | In partnership with Limestone Resources Conservation and Development (RC&D), utilizing 319 grant funding complete watershed study and management plan for stormwater and stream impairments. | X | X | X | | | \$110,000 | United States Environmental Protection Agency (EPA) 319 Grant | Walker County Government, Limestone Resource Conservation and Development |
| | Dougherty House National Register designation and renovation | | | | X | | \$100,000 | Grant, Walker County Government | Walker County Government |

COMMUNITY WORK PROGRAM, 2022-2026

WALKER COUNTY

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|---|------|------|------|------|------|---------------|----------------|----------------------------------|
| | | | | | | | | | |
| | COMMUNITY FACILITIES AND SERVICES | | | | | | | | |
| | Emergency generators for emergency shelters at certain Walker County owned buildings; as an example, generators are needed at the Civic Center and Ag Center. Both the Civic Center and Ag Center was identified as needing a generator in the 2016 Walker County Hazard Mitigation Plan. | X | X | X | X | | \$850,000 | SPLOST | Walker County Government |
| | New radios for first responders, 369 of our radios are no longer being made or service by Motorola | X | X | X | X | | 1,000,000 | SPLOST | Walker County Government |
| | Capital Investment for equipment, technology, and facilities upgrades for the 911 Center Operations | X | X | X | X | | \$425,000 | SPLOST | Walker County Government |
| | 911 communication radio tower to address dead spots | X | X | X | X | | \$750,000 | SPLOST | Walker County Government |
| | New deputy vehicles | X | X | X | X | | \$2,500,000 | SPLOST | Walker County Georgia Government |
| | Body and vehicle cameras | X | X | X | X | | \$400,000 | SPLOST | Walker County Georgia Government |

COMMUNITY WORK PROGRAM, 2022-2026

WALKER COUNTY

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|---|------|------|------|------|------|---------------|----------------|----------------------------------|
| | Emergency Services equipment including Emergency Services Vehicles, outfitting of vehicles, and Fire Station Facilities | X | X | X | X | | \$3,750,000 | SPLOST | Walker County Georgia Government |
| | Capital Investment for computer systems and technology advancements | X | X | X | X | | \$325,000 | SPLOST | Walker County Georgia Government |
| | Public Works Equipment, Roadside Mowers, and Vehicles | X | X | X | X | | \$3,000,000 | SPLOST | Walker County Georgia Government |
| | Capital Improvements/Investment of county facilities, including the courthouse and courthouse annexes. | X | X | X | X | | \$4,100,000 | SPLOST | Walker County Georgia Government |
| | Capital equipment for Transportation Maintenance Facilities | X | X | X | X | | \$175,000 | SPLOST | Walker County Georgia Government |
| | Capital Investments in County Vehicles | X | X | X | X | | \$700,000 | SPLOST | Walker County Georgia Government |
| | Capital Investment in equipment and facility improvements to the Animal Shelter | X | X | X | X | | \$145,000 | SPLOST | Walker County Georgia Government |
| | Capital Investment in equipment and facility improvement to the LaFayette/Walker Senior Citizen Center | X | X | X | X | | \$200,000 | SPLOST | Walker County Georgia Government |
| | Capital Investment in technology advancements, books, and facility improvements for our (3) Public Libraries | X | X | X | X | | \$150,000 | SPLOST | Walker County Georgia Government |

COMMUNITY WORK PROGRAM, 2022-2026

WALKER COUNTY

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|---------------|--|---|
| | Historic Marsh House ongoing repair and maintenance needs | X | X | X | X | | \$90,000 | SPLOST | Walker County Georgia Government |
| | Additional fire hydrants | X | X | X | X | | \$250,000 | SPLOST | Walker County Georgia Government |
| | Capital equipment vehicles, and facilities improvements for County Landfill operations | X | X | X | X | | \$1,500,000 | SPLOST | Walker County Georgia Government |
| | Add additional information to qpublic.com (www.walkerassessors.com) as it becomes available, example flood maps, zoning updates, storm drainage structures, updated aerial photography, etc. | | | | | X | \$11,000 | General Funds, Collected Fees | Walker County Government |
| | McLemore Water Project | X | X | X | X | X | \$4,500,000 | Grants, Walker County Government User fees, SPLOST | Walker County Government |
| | Phase II of the McLemore Water Project, water back up tank for redundancy | X | X | X | X | X | | Grants, Walker County Government User fees, SPLOST | Walker County Government |
| | Evaluate other areas of the County to determine future sewer needs. Include in the next SPLOST. | | | | X | | | Walker County Water and Sewer Authority, | Walker County Water and Sewer Authority, |

COMMUNITY WORK PROGRAM, 2022-2026

WALKER COUNTY

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|---------------|---|---|
| | | | | | | | | Walker County Government | Walker County Government |
| | Civic Center Campus expansion for 4H, UGA Extension and other agriculture services | X | X | X | X | X | \$1,200,000 | SPLOST, Grants, Walker County Government, User fees | Walker County Government |
| | Civic Center Campus recreational improvements | X | X | X | X | X | \$350,000 | SPLOST, Georgia Department of Natural Resources (DNR) Outdoor Stewardship Program Funding | Walker County Government, |
| | LAND USE | | | | | | | | |
| | Brownfield plan and redevelopment of the Kensington Industrial Park | | | | | X | \$15,000 | Staff time | Walker County Government, Walker County Industrial Development Authority (IDA), Northwest Georgia Joint Development Authority, North Georgia Electric (NGA) |

COMMUNITY WORK PROGRAM, 2022-2026**WALKER COUNTY**

| Need/ Opportunity Code: | Activity Description | 2022 | 2023 | 2024 | 2025 | 2026 | Cost Estimate | Funding Source | Responsible Party |
|-------------------------------|--|------|------|------|------|------|---------------|----------------|---|
| | Brownfield plan and redevelopment of the former Coats American Facility. | | | | | X | \$15,000 | Staff time | Walker County Government, Walker County Industrial Development Authority (IDA), Northwest Georgia Joint Development Authority, North Georgia Electric (NGA) |

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